



California Department of Housing and Community Development

HHAP Round 6 Regionally Coordinated Homelessness Action Plan

Section 1. Regional Identification and Contracting Information

Steps to complete this section:

1. Select the Continuum of Care (CoC) Region. The definition of "Region" is the geographic area served by a county, including all cities and the CoC or CoCs within it (HSC 50230(v)).
2. Indicate which Eligible Applicants are applying together as a region for HHAP 6 (i.e., which Eligible Applicants will administer the Regionally Coordinated Homelessness Action Plan and be signatory to the Memorandum of Understanding). Eligible Applicants for HHAP 6 are all counties, all Continuums of Care, and Large Cities.
3. For each participating Eligible Applicant, indicate whether and how the Eligible Applicant intends to contract with HCD (i.e., indicate whether the Eligible Applicant will act as their own Administrative Entity, or designate one of the other regional partners to administer their allocation and act as the Administrative Entity on their behalf).

Regional Application Participation

Continuums of Care (CoCs)

- A CoC that serves a single county **must** apply as part of the regional application with the county and any overlapping Large Cities. In this case, the CoC should select: *"Is participating in this regional application as an Eligible Applicant."*
- A CoC that serves multiple counties **must either:** apply as part of a single regional application with multiple counties and any overlapping Large Cities **or** participate in the regional application of each overlapping county and the Large Cities therein. When the CoC is participating in multiple regional applications, the CoC should select: *"Is participating in this regional application as an Eligible Applicant"* for the regional application that will include the CoC's HHAP 6 funding plan, and should select: *"Is participating in this regional application as a collaborator"* for all other regional applications they are participating in. This will help to ensure the CoC's funding plan is only collected on a single regional application.

Large Cities ("City" or "Cities")

Large Cities must apply as part of the regional application with the applicable county and CoC.

Counties

- In a CoC that serves a single County, the County **must** apply as part of a regional application with the CoC and any overlapping Large Cities.
- In a multi-county CoC, counties are **strongly encouraged** to apply in collaboration with other counties that are served by the same CoC. **At a minimum**, each County must apply with the overlapping CoC.

LA Region

All CoCs within the County of Los Angeles shall be considered part of a single region, along with the County and Large Cities within the county and therefore **must** apply together. (HSC § 50230(v)(2).)

Contracting

Each Eligible Applicant has the discretion to administer their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. The selections made in this section will indicate which Eligible Applicant will enter into contract with HCD to administer each Eligible Applicant's HHAP 6 allocation. For reference, [HHAP 6 allocations](#) are available on HCD's HHAP website.

The Administrative Entity is responsible for meeting the terms and conditions of the contract, which include, but is not limited to, contracting (when necessary) with sub-recipients, and fulfilling all monthly, annual, final, and Homeless Management Information System (HMIS) reporting requirements.

- **If you plan to contract with HCD to receive and administer only your (individual) HHAP 6 allocation**, select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection.
- **If you do not plan to contract with HCD and instead plan to identify another participating Eligible Applicant in the region to enter into contract with HCD to receive and administer your HHAP 6 allocation**, select: *"Identify another participating Eligible Applicant in their region to enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection. Once selected, you will be prompted to designate the Administrative Entity from a list of other Eligible Applicants in the region.
- **If you plan to contract with HCD to receive and administer multiple HHAP 6 allocations within your region**, select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation and allocation(s) from other Eligible Applicants in the region"* under the contracting selection.

Please select the Continuum of Care region

San Diego City and County CoC

San Diego City and County CoC Region

San Diego City and County CoC

CA-601 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-601 Contracting

Will enter into contract with the state to receive and administer their HHAP 6 allocation individually

Contact Title

Chief Operating Officer

Name

Lahela Mattox

Email

Lahela.Mattox@rtfhdsd.org

Phone

(858) 292-7627

City of San Diego

San Diego Participation

Is participating in this single collaborative application with the regional partner(s) listed.

San Diego Contracting

Will enter into contract with the state to receive and administer their HHAP 6 allocation individually

Contact Title

Program Coordinator

Name

Kimberlee Zolghadri

Email

KZolghadri@sandiego.gov

Phone

(619) 798-1534

San Diego County

San Diego County Participation

Is participating in this single collaborative application with the regional partner(s) listed.

San Diego County Contracting

Will enter into contract with the state to receive and administer their HHAP 6 allocation individually

Contact Title

Director

Name

Dijana Beck

Email

Dijana.Beck@sdcounty.ca.gov

Phone

(619) 885-7290

Number of Contracts

Section 2. Documentation and Certification of Stakeholder Engagement

Section 2. Documentation of Stakeholder Engagement

1. Provide the dates for which at least three public meetings were held to support the development of the Regionally Coordinated Homelessness Action Plan (Plan).
2. Describe how each stakeholder group from the list provided was invited and encouraged to engage in the Plan.
3. Describe the specific input from the public meetings that was incorporated into the Plan.
4. Certify that all participating Eligible Applicants met the process requirements for developing the Plan.

Meeting Dates

Meeting Dates	Meeting Name or Identifier (optional)
7/23/2025	County of San Diego Leadership Meeting
7/17/2025	County of San Diego Live Well South Region Homelessness Work Group Meeting
7/14/2025	City of San Diego Council Meeting
8/14/2025	CoC General Membership Meeting
8/21/2025	CoC Board Meeting

Stakeholder engagement

Stakeholders	Description of how stakeholders were invited and encouraged to engage in the public stakeholder process	Describe the specific input from stakeholders that was incorporated into the Plan
People with lived experience of homelessness, including but not limited to survivors of domestic violence.	7/14/2025: Staff from the City of San Diego's Homelessness Strategies and Solutions Department presented an informational item on the HHAP application at the City Council meeting on July 14, 2025 (meeting agenda and backup documents attached). In advance of the meeting, the City of San Diego Communications Department posted messages on social media (attached) informing all members of the public of the meeting and informational item being presented. All members of	RTFH presented the draft Plan at the General Membership meeting and invited feedback both during the meeting and via email through August 22, 2025. While no formal comments were submitted during this period, RTFH maintains a continuous process of stakeholder engagement. RTFH also presented at the CoC Board meeting on August 21. Input from service providers, people with lived experience, public partners, and community members is regularly incorporated into our planning through

the public were encouraged to participate and share their input on how HHAP funding should be spent.

In addition to the social media posts, City staff sent emails (attached) to specific stakeholder groups including service providers and people with lived experience.

The regionally coordinated homelessness action plan is designed based on San Diego's Regional Plan to Prevent and Homelessness (Regional Plan). The plan is a compilation of local, state, and federal plans, identifying 5 people goals; system goals; and strategies to achieve these goals. Through the work of the committees of the CoC and the CoC Board itself, the work of RTFH, as the CoC Lead Agency, is grounded by this Regional Plan. The San Diego Continuum of Care (CoC) fosters a community-wide commitment to ending and preventing homelessness by actively engaging stakeholders from across the region—including people with lived or living experience of homelessness—at every level of planning and decision-making.

The CoC Board Charter requires at least two members with lived or living experience, and the 2025-27 Board exceeds that standard, with five self-disclosed members. We also work to ensure that each CoC committee includes at least one representative with lived experience. Most recently, the CoC established a dedicated Lived Experience Committee, chaired by Board members with lived experience and supported by national experts LEAP4WARD to guide its development and implementation. The CoC Executive Committee also includes the designated lived

ongoing listening sessions, committee meetings, and the collection of personal stories and experiences. This ongoing engagement ensures that the application reflects the priorities, lessons, and needs expressed by stakeholders throughout the year.

experience Board seat to ensure representation in leadership decisions. Beyond formal governance, RTFH engages directly with local organizations and networks led by or comprised of people with lived experience. We employ staff with lived experience in roles that span community partnerships, communications, HMIS, and CES, and we contract with consultants who bring this perspective to guide our strategies and ensure our work is inclusive and relevant. To obtain continuous feedback, RTFH deploys Pulse For Good kiosks throughout the community to collect real-time input on services, accessibility, and unmet needs. These efforts are often facilitated by RTFH staff who have lived experience themselves, ensuring a trusted and culturally responsive approach to engagement. The CoC Board and general membership meetings are open to all, with invitations shared through RTFH's email listserv and public announcements. Participants are encouraged to share their expertise, experiences, and strategies to inform policy, program design, and system improvements.

Youth with lived experience of homelessness.

7/14/2025: Staff from the City of San Diego's Homelessness Strategies and Solutions Department presented an informational item on the HHAP application at the City Council meeting on July 14, 2025 (meeting agenda and backup documents attached). In advance of the meeting, the City of San Diego Communications Department posted messages on social media (attached) informing all members of the public of the meeting and informational item being presented. All members of

The County of San Diego will continue to invest in Diversion and resolution strategies funding. The current contract with RTFH ends 12/23/2025. RTFH presented the draft Plan at the General Membership meeting and invited feedback both during the meeting and via email through August 22, 2025. While no formal comments were submitted during this period, RTFH maintains a continuous process of stakeholder engagement.

RTFH also presented at the CoC Board meeting on August 21.

the public were encouraged to participate and share their input on how HHAP funding should be spent.

RTFH is a two-time HUD Youth Homelessness Demonstration Program (YHDP) awardee—Round 2 and Round 8—the first CoC in the nation to receive a second award. In compliance with HUD YHDP requirements, RTFH developed and updates a Coordinated Community Plan (CCP) co-created with youth with lived and living experience and key partners, including tribes, local governments, justice sector, education and youth-serving providers.

Since January 2025, RTFH has worked with youth and stakeholders to map the youth homelessness system, identify service and funding gaps, and update the CCP. RTFH established a Youth Action Board (YAB), comprised primarily of youth with lived experience, supported by national expert Kahlil Barton, and fully integrated into CoC governance. The YAB is embedded within the Ad Hoc Committee on Youth Homelessness, co-chaired by someone with lived experience, and informs funding, program design, and policy decisions. Youth with lived experience participate on the CoC Board, committees, and General Membership, with open invitations to share insights and strategies. RTFH compensates youth for their contributions and provides capacity-building support to ensure equitable participation, aligning with HUD's requirement for meaningful, compensated youth engagement in all phases of YHDP implementation. The CoC Board and general membership meetings are open to

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Local department leaders and staff of qualifying smaller jurisdictions, including child welfare, public welfare, health care, behavioral health, justice, and education system leaders.

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7/23/2025: Leadership invitation to the following at The County of San Diego: Housing and Community Development Services, Office of Homeless Solutions, Probation, Self-Sufficiency Services, Behavioral Health Services, Planning and Development Services, Library, San Diego Sheriff, District Attorney, Child and Family Well Being, Parks and Recreation, Aging and Independent Services, Public Health Services, and Public Safety Group.

The San Diego CoC actively engages leaders and staff from qualifying smaller jurisdictions—such as child welfare, public welfare, health care, behavioral health, justice, and education—through its governance structure,

7/14/2025: During the City Council meeting, San Diego City Councilmembers expressed support of the City's proposed uses for HHAP funding. Specifically, several Councilmembers were supportive of the inclusion of funding for diversion. In addition to comments from the City Councilmembers, several members of the public also expressed support of the inclusion of funding for diversion programs.

7/23/2025: Concern over those experiencing homelessness with disabilities or the elderly in our rural areas of the County.

HHAP 6 will provide funding for emergency hotel/motel stays for people experiencing homelessness in the unincorporated areas of the County.

Concern on affordable housing: HHAP 6 will fund housing vouchers for up to 24 months to assist with rent and deposit for those enrolled in safe parking programs and emergency shelter stays.

Reducing Recidivism back to homelessness: The housing subsidy program will provide pathways to permanent housing and will include access to housing stability case management to assist with problem solving and increasing income.

RTFH presented the draft Plan at the General Membership meeting and invited feedback both during the meeting and via email through August 22, 2025. While no formal comments were submitted during this period, RTFH maintains a continuous process of stakeholder engagement.

committees, and targeted outreach. The CoC Board Charter designates seats to ensure representation from critical public systems, including:

- Housing Authorities
- County Health and Human Services Agency (HHS)
- Workforce Partnership
- City Council
- County Board of Supervisors

Community Housing Development Organization
In addition, the CoC's flexible seats are prioritized for representation from key stakeholder categories outlined in the Board Charter, which include leaders from the justice system, health care and managed care plans, mental health and behavioral health providers, business leaders, tribal governments, faith-based organizations, and coordinated access systems such as 2-1-1 San Diego.

These representatives participate directly in CoC governance, lending expertise from their sectors to inform policy decisions, funding priorities, and coordinated initiatives. Their engagement ensures that system planning incorporates cross-sector perspectives and that smaller jurisdictions—often with unique service gaps and challenges—are represented in regional strategies. Beyond Board participation, local department leaders and staff are engaged through CoC committees, ad hoc workgroups, and coordinated planning processes such as the Point-in-Time Count, System Performance Measure improvement initiatives, and targeted funding opportunities. This structure allows the CoC to align homelessness response with related systems, improving

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Input from service providers, people with lived experience, public partners, and community members is regularly incorporated into our planning through ongoing listening sessions, committee meetings, and the collection of personal stories and experiences. This ongoing engagement ensures that the application reflects the priorities, lessons, and needs expressed by stakeholders throughout the year.

coordination between housing, health, behavioral health, child welfare, education, and justice systems across San Diego County.

The CoC Board and general membership meetings are open to all, with invitations shared through RTFH's email listserv and public announcements. Participants are encouraged to share their expertise, experiences, and strategies to inform policy, program design, and system improvements.

Homeless services and housing providers, including developers of permanent affordable housing operating within the region.

7/14/2025: Staff from the City of San Diego's Homelessness Strategies and Solutions Department presented an informational item on the HHAP application at the City Council meeting on July 14, 2025 (meeting agenda and backup documents attached). In advance of the meeting, the City of San Diego Communications Department posted messages on social media (attached) informing all members of the public of the meeting and informational item being presented. All members of the public were encouraged to participate and share their input on how HHAP funding should be spent.

In addition to the social media posts, City staff sent emails (attached) to specific stakeholder groups including homeless services and housing providers including developers of permanent affordable housing and the City's local housing authority.

7/17/2025: Homelessness Work Group open to providers throughout the region. Attendees included homeless services providers, providers with local city jurisdiction, Legal Aid, the CoC,

7/17/2025: More Collaboration on solutions:

The HHAP 6 application requires collaboration between the City of San Diego, RTFH (CoC) and The County. Ensuring that resources are dedicated equitably and throughout the region, a funding plan was created that will help to increase SPM progress.

To address the local Homeless Resource Center physical site closure moving to virtual services, how will people experiencing homelessness connect to shelters?

The County District Attorney is funding the Shelter Ready mobile application that assists outreach workers in the field with quickly identifying open beds and getting people into shelters quickly.

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Input from service providers, people with lived experience, public partners, and community members is regularly incorporated into our planning through

and County of San Diego.

The San Diego CoC maintains strong representation from homeless services and housing providers, including developers of permanent affordable housing, within its governance and planning processes. The CoC Board's flexible seats ensure inclusion of provider organizations with direct experience in delivering housing and supportive services to people experiencing homelessness. CoC Board currently includes the largest housing developers in the region: Community Housing Works; Wakeland; PATH; and Father Joes Village.

To ensure regional representation, the Board also includes homeless service provider representatives from each subregion of San Diego County—Central, East, North Coastal, North Inland, and South—so that the distinct needs and priorities of outlying and rural communities are reflected in system planning and decision-making.

The CoC General Membership further expands this engagement by welcoming a wide range of community partners, including service providers, housing developers, and other stakeholders committed to ending homelessness. These members actively participate in Board and committee meetings, provide input on policy and funding decisions, and collaborate on initiatives to expand and preserve permanent affordable housing stock across the region.

Through this multi-level structure, the CoC ensures that providers' on-the-ground expertise informs regional strategy, and that housing development efforts are closely aligned with service

ongoing listening sessions, committee meetings, and the collection of personal stories and experiences. This ongoing engagement ensures that the application reflects the priorities, lessons, and needs expressed by stakeholders throughout the year.

delivery systems to achieve lasting housing stability for people experiencing homelessness. The CoC Board and general membership meetings are open to all, with invitations shared through RTFH's email listserv and public announcements. Participants are encouraged to share their expertise, experiences, and strategies to inform policy, program design, and system improvements.

Each Medi-Cal Managed Care Plan contracted with the State Department of Health Care Services in the region.

7/14/2025: Staff from the City of San Diego's Homelessness Strategies and Solutions Department presented an informational item on the HHAP application at the City Council meeting on July 14, 2025 (meeting agenda and backup documents attached). In advance of the meeting, the City of San Diego Communications Department posted messages on social media (attached) informing all members of the public of the meeting and informational item being presented. All members of the public were encouraged to participate and share their input on how HHAP funding should be spent.

RTFH maintains active partnerships with the Medi-Cal Managed Care Plans (MCPs) contracted with the California Department of Health Care Services in the San Diego region. MCPs are engaged through multiple channels:

- Governance Representation: Two MCPs currently hold flexible seats on the CoC Board, ensuring their perspectives are incorporated into regional policy and funding decisions. MCP representatives also participate in several CoC committees.

- Standing Meetings: The

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CoC convenes a dedicated monthly MCP working group to review Housing and Homeless Incentive Program (HHIP) investments, monitor submission goals, and identify system improvement opportunities.

- Initiative-Based Collaboration: RTFH leadership meets with MCPs in smaller subgroups to advance specific initiatives and strengthen care coordination between the health and homelessness response systems.

- General Membership Participation: MCP representatives regularly attend CoC General Membership meetings to remain informed on system updates and priorities. While the scale of direct MCP financial investment in the homelessness response system has varied, MCP partners are making sustained efforts to deepen their involvement, build shared knowledge, and contribute to coordinated strategies. RTFH continues to foster engagement, with the goal of maximizing alignment between MCP resources, HHIP goals, and the broader regional effort to prevent and end homelessness.

Street medicine providers, victim service providers, and other service providers directly assisting people within the region experiencing homelessness or at risk of homelessness.

Staff from the City of San Diego's Homelessness Strategies and Solutions Department presented an informational item on the HHAP application at the City Council meeting on July 14, 2025 (meeting agenda and backup documents attached). In advance of the meeting, the City of San Diego Communications Department posted messages on social media (attached) informing all members of the public of the meeting and informational item being presented. All members of the public were encouraged to participate and share their input

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RTFH also presented at the CoC Board meeting on August 21.

Input from service providers, people with lived experience, public partners, and community members is regularly incorporated into our planning through ongoing listening sessions, committee

on how HHAP funding should be spent.

In addition to the social media posts, City staff sent emails (attached) to specific stakeholder groups street medicine providers, victim service providers, and other service providers directly assisting people experiencing homelessness or at risk of homelessness.

meetings, and the collection of personal stories and experiences. This ongoing engagement ensures that the application reflects the priorities, lessons, and needs expressed by stakeholders throughout the year.

The San Diego CoC centers its strategies on frontline service providers—including street medicine teams, victim service organizations, and other direct outreach agencies—by embedding them in governance, collaboration, and system building.

- Board-Level

Representation: The CoC Board includes homeless service provider representatives from each subregion, ensuring rural and urban outreach perspectives—including street medicine—are represented.

Father Joes Villages is a Street Medicine provider and is on the CoC Board. SBCS holds a seat on the Board and is a victims serve provider. The Aging, Health and Homeless Committee also has representation from each of these areas of service.

RTFH also has a partnership with DA Summer Stephans to support victims of domestic violence and sex trafficking, utilizing data to help inform recommendations for services.

- Public Health Partnership:

RTFH maintains a close working relationship with the County Public Health Department. Initially meeting monthly and now bi-monthly, the department brings critical health insights to CoC membership discussions. The County's Medical Director, Dr. Sayone Thihalolipavan, has

contributed as a panelist at the RTFH Annual Conference since 2022.

- Conference Collaboration: At the 2024 RTFH Conference on Homelessness, we featured the session “Increasing the Capacity of Street Medicine: Providing Healthcare for Unhoused Persons”—a practical forum for strengthening collaboration and system integration.

System Coordination: Through Encampment Resolution Funding (ERF), RTFH engages street medicine providers directly to bridge housing interventions and clinical outreach.

Federally recognized tribal governments pursuant to Section 4103 of Title 25 of the United States Code that are within the region.

7/14/2025: Staff from the City of San Diego’s Homelessness Strategies and Solutions Department presented an informational item on the HHAP application at the City Council meeting on July 14, 2025 (meeting agenda and backup documents attached). In advance of the meeting, the City of San Diego Communications Department posted messages on social media (attached) informing all members of the public of the meeting and informational item being presented. All members of the public were encouraged to participate and share their input on how HHAP funding should be spent.

8/14/2025: Specific to tribal governments, staff from the City of San Diego sent an email (attached) out to federally recognized tribal government contacts inviting them to join and participate in the CoC’s general membership meeting that took place on August 14, 2025.

The San Diego Continuum of Care (CoC) actively engages with federally recognized Tribal

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Nations in a manner that honors their sovereignty and respects their unique cultural, legal, and political contexts.

- Sovereign

Representation: The CoC Board includes a tribal representative serving in one of its flexible seats. This ensures direct involvement of tribal perspectives in regional policy and funding decisions.

- Targeted Funding: RTFH allocates YHDP funds to tribal partners to advance youth homelessness initiatives, reinforcing our commitment to equitable investment and collaborative planning.

- Deepening Relationships: Recognizing that engagement must be tailored and respectful of each Tribe's governance and priorities, RTFH prioritizes one-to-one relationship-building rather than a "one-size-fits-all" approach.

- Regional Context: San Diego County is exceptional in its tribal presence, hosting 17 federally recognized tribal nations with jurisdiction over 18 reservations—the highest number of any county in the United States.

Why This Matters:

Each tribal nation operates under distinct cultural protocols and decision-making structures. RTFH's tribal engagement is conducted based on government-to-government principles, acknowledging tribal sovereignty, enabling Indigenous leadership, and fostering mutual respect in shared efforts to end homelessness.

Describe any other input from public meetings not captured above that was incorporated into the Plan.

Documentation of Stakeholder Engagement Narrative - Stakeholder Input

Since fall of 2024, staff from the City of San Diego's Homelessness Strategies and Solutions Department and the San Diego Housing Commission have been hosting listening sessions to gather input from key stakeholders on the City of San Diego's shelter programs. Listening sessions have been conducted with

the following stakeholder groups:

- individuals staying at existing City shelters
- shelter staff
- service provider leadership
- persons with lived experience
- outreach workers

Discussions have focused on site-based and programmatic considerations to inform the shelter planning process, such as living space layout designs and privacy considerations, safety measures for vulnerable populations, expanding ADA accessibility, location and security, design and decor, property storage and common spaces. Input from the listening sessions helped in establishing a semi-congregate 165-bed shelter that opened late last year. Staff continue to host listening sessions to help guide decisions on the City's homelessness services, including HHAP and non-HHAP funded programs. An article from Inside San Diego with more information on these listening sessions is attached.

Optional Upload: Stakeholder Engagement

City of San Diego - Email to Providers.pdf

City of San Diego - Email to San Diego Housing Federation.pdf

City of San Diego - Email to Tribal Governments.pdf

City of San Diego - HHAP 6 Social Posts.pdf

City of San Diego - Listening Sessions.pdf

City of San Diego Council Meeting 7-14-2025.pdf

August 2025 GM Agenda-Revised.pdf

HHAP 6 Community Session_August 14, 2025.pdf

HHAP 6 Stakeholder Feedback County Session 7.17.2025.pdf

HHAP 6 Stakeholder Meeting County Meeting 7.23.25.pdf

CoC Board Presentation_8-21-2025.pdf

By checking this box, I certify that all participating Eligible Applicants met the public meeting process requirements in statute (HSC Section 50240(d) and (e)) and in the [HHAP 6 NOFA](#) in developing the Regionally Coordinated Homelessness Action Plan, documented in Section 2 of this regional application.

I certify under penalty of perjury that all of the information in Section 2, above, is true and accurate to the best of my knowledge.

Open

Section 3. Regionally Coordinated Homelessness Action Plan

Section 3. Regionally Coordinated Homelessness Action Plan

Applicants must submit a Regionally Coordinated Homelessness Action Plan (Plan) that fully complies with HSC section 50240(c). This Plan shall lay out a strategic approach to address homelessness within the region, emphasizing collaborative efforts among participating applicants.

In developing the HHAP 6 Regionally Coordinated Homelessness Action Plans, regions should build upon their approved HHAP 5 Regionally Coordinated Homelessness Action Plans. This means regions should leverage and update information from their approved HHAP 5 Regionally Coordinated Homelessness Action Plan in corresponding sections of the proposed HHAP 6 Regionally Coordinated Homelessness Action Plan.

Regional Roles, Responsibilities, and Housing and Homelessness Service Policies

3.a. Regional Partners' Roles and Responsibilities

3.a.1. Outreach and Site Coordination

Eligible Applicant	Describe roles and responsibilities in outreach to individuals experiencing, or at risk of experiencing, homelessness in the region, and in coordination on citing of services, shelters, and interim and permanent housing in the region
San Diego County	<p>Housing and Community Development Services-Office of Homeless Solutions (HCDS-OHS) conducts various outreach activities countywide to people at risk of or experiencing homelessness, equipping them with resources and tools toward self-sufficiency and empowerment to stabilize and help break the cycle of homelessness. In partnership with multi-disciplinary teams, community service providers, and other County departments, HCDS-OHS social workers connect clients with essential services and support. They build trust through direct, in-person engagement at shelters, encampments, or on the street, and help individuals access shelter, housing, healthcare, mental health services, substance use disorder treatment, and other resources. Social workers conduct psycho-social assessments to evaluate root cause of homelessness, identify barriers, set goals and connect individuals with the Homeless Management Information system (HMIS) and the Coordinated Entry System. Social workers also make referrals to community-based services and to various types of housing solutions, such as emergency, interim, transitional, shared, and permanent housing. Social workers have direct access to a County-contracted safe parking program with 43 spaces and the Regional Homeless Assistance Program providing 250 rooms every night across the county for people coming from the unincorporated areas. They also refer clients to Specialized Funding for Imminent Needs, a County program that provides eligible participants with flexible funding to remove housing barriers. Additionally, the HCDS-OHS outreach team includes human services specialists who partner with social workers in outreach and engagement to provide application assistance for</p>

public benefits, such as General Relief, CalWORKs, CalFresh and Medi-Cal while navigating and/or advocating for their clients. During outreach, HCDS-OHS conducts anonymous participant feedback activities annually as part of its ongoing efforts to improve service delivery. This exercise is conducted by HCDS-OHS social workers and is designed to gather insights from individuals at risk of or experiencing homelessness regarding which services and resources have been most impactful or are most needed. In addition to general service delivery feedback, responses on specific topics are also collected each year. In 2025, the focused topic was employment and education, where participants were asked to describe their interest and need for vocational training and education. Data collected is then used to inform program development, enhance service coordination, and ensure a more client-centered and equitable approach to addressing homelessness across the County.

Additional examples of the County's outreach efforts include the following:

Homeless Court is one example of compassionate care designed to support people experiencing homelessness that are justice involved and working with HCDS-OHS social workers and other partners. Participants engage with outreach teams and receive assistance with navigation, mediation and/or resolution for minor infractions such as fines, warrants, or outstanding tickets with dignity and respect by leveraging a collaborative partnership—amongst the court, public defender, district attorney, city attorney, HCDS-OHS, and community service providers—outside of courtroom constructs. A team of professionals comprised of social workers, legal professionals, and volunteers assemble to assist participants in removing legal barriers by directly connecting individuals to legal assistance, housing resources, medical services, employment, and empowering them to restore hope so they may thrive and stabilize.

Veteran Stand Down events are another example of cross collaboration and threading of outreach by various partnerships and services to support veterans experiencing homelessness. Veterans experience a three-day event that offers intensive services support from Veterans Affairs (VA) disability claims assistance, food, VA medical care, vision, dental, legal support, support groups, grooming services, mental health services, housing solutions, and/or connection to employment services with a focus on stabilization and honoring all those who served. Veterans are honored, respected, and given an opportunity to engage with an array of critical services that include hot meals and temporary respite via emergency housing. Homeless Resource Fairs are compassionate community driven events that provide key essential yet critical resources and services to people experiencing homelessness. These events aim to meet people at their point of need by providing relief and a pathway to stabilization and permanent housing solutions. Critical services and care coordination is available to help our most vulnerable connect with medical care, employment resources, hygiene kits, a welcoming environment, and a warm meal.

The Home Safe program was originally established in 2018 by the

County's Aging and Independence Services (AIS) to provide short-term housing stabilization services, including advocacy, resolving barriers, and purchasing services for older and dependent adults who are victims of abuse, neglect, financial exploitation, or self-neglect, resulting in risk of homelessness and/or recent homelessness. In May 2023, HCDS-OHS collaborated with AIS to expand Home Safe by providing housing stabilization services which includes resolving barriers and providing advocacy and case management to individuals at risk of or experiencing homelessness. AIS and HCDS-OHS work collaboratively on case planning and coordinated efforts to service clients referred by AIS Adult Protective Services (APS) who are aged 50 and older. As of May 2025, more than 406 households have been served, and 203 out of 291 exits were housed at the time of program exit.

The San Diego Homeless Outreach Program (SD-HOP) provides homeless outreach, referrals, case management services and short-term bridge housing coordination. The program also assists individuals receiving outpatient mental health treatment through Adult Outpatient Clinics by connecting those experiencing homelessness with resources and housing referrals. These services are provided by one provider, PATH, who conduct countywide street outreach and ongoing case management. Individuals are entered into the Coordinated Entry System and can be matched with the appropriate level of care housing once it becomes available.

Connection 2 Community Clubhouse contracted through NAMI San Diego provides outreach to the Downtown San Diego Area with an emphasis on behavioral health. Connections are made to shelters, transitional housing, inpatient treatment programs, outpatient programs, substance use disorder (SUD) treatment, housing navigation, peer support and other services to achieve stability.

City of San Diego

The City of San Diego Coordinated Street Outreach Program was developed to provide a centralized approach to street outreach while distributing and balancing resources to serve individuals experiencing, or at risk of experiencing, homelessness throughout the city. The program streamlines the coordination of services amongst various outreach providers and agencies, including the CoC and County of San Diego. The City uses geographic data to cite outreach services and other homelessness services in areas where there are known populations of individuals experiencing homelessness in order to meet individuals where they are.

The City of San Diego oversees several types of street-based outreach teams operating on a daily basis including the Mobile Response Teams and Rapid Response Teams. The Mobile Response Teams are specialized in system navigation, diversion resolution and problem-solving. These teams are embedded throughout neighborhoods in the city where there are known higher concentrations of people experiencing unsheltered homelessness. Rapid Response Teams respond to community referrals across the city. These teams provide immediate assistance and work to improve an individual's sense of safety – offering basic needs assistance and connecting them to ongoing case management through the Mobile

Response Teams.

In addition to daily street-based outreach, the Coordinated Street Outreach Program also conducts focused outreach events two weeks per month in areas identified as having large populations of individuals experiencing homelessness. These multi-agency events include participation from the County of San Diego, State partners, and local services providers. During these events, outreach teams canvass an area to engage unsheltered individuals and connect them to supportive services. Access to case management, healthcare, public benefits, mental health and substance abuse treatment, hygiene kits, transportation, and basic essentials are all offered to people experiencing homelessness in the area.

San Diego City and County CoC

RTFH is not a direct service provider but serves as the lead agency for the San Diego City and County Continuum of Care (CoC). In this capacity, RTFH administers federally mandated activities, including the Homeless Management Information System (HMIS), Coordinated Entry (CE), and the Point-In-Time (PIT) Count. RTFH also serves as the CoC Collaborative Applicant, establishes best practice standards, and supports the CoC Board, committees, and membership.

RTFH is governed by a 15-member Board of Directors overseeing the non-profit and a 34-member CoC Board composed of diverse stakeholders, including elected officials (federal, state, and local), government agencies (such as the U.S. Department of Veterans Affairs and the County of San Diego), homeless services providers, faith-based organizations, law enforcement, healthcare partners, philanthropy, business leaders, persons with lived experience, advocates, and others. The CoC Board includes three standing committees: Governance, Evaluation, and Veterans Consortium, as well as several ad hoc committees: Aging, Health and Homelessness, Justice-Impacted, Youth Homelessness, Youth Action Board, and Lived Experience. A committee focused on family homelessness and policy is currently under development.

Both the RTFH Board and the CoC Board are inclusive of individuals with lived experience of homelessness, ensuring their active participation in planning and decision-making.

RTFH leverages these partnerships, the Regional Plan, and HMIS data to identify system barriers, implement best practices, and prioritize activities. As the CoC Lead, RTFH is responsible for training and guiding stakeholders in system strategies aligned with the Regional Plan. Additionally, RTFH collaborates with a variety of county and state agencies to address regional homelessness challenges.

Regional Role & Coordination

As HUD's designated CoC for San Diego, RTFH serves as a convener, system leader, and funder. In partnership with the City and County of San Diego, we coordinate outreach efforts in alignment

with each entity's defined roles and responsibilities.

Specific to outreach, RTFH contracted with Iain De Jong, Founder of OrgCode and internationally recognized leader, expert, and trainer in street outreach and engaging with people in encampments. Iain De Jong worked with people with lived experience, funders, providers, and other stakeholders to develop and implement CoC Outreach Standards. These are reviewed annually and RTFH elicits feedback and input both electronically and in person. We also host regular community training and education opportunities in effective strategies and best-practices of outreach throughout the region. RTFH also co-hosts with the County a quarterly Regional Outreach meeting to discuss and train on standards, best-practices and solutions.

The City and County each receive their own HHAP allocations, therefore, RTFH works toward a coordinated, region-wide approach, funding initiatives throughout the region to promote increased access to housing-focused solutions across all regions to support throughput from shelter and interim housing. While our partners at the City and County focus on shelter and interim housing, RTFH prioritizes regional strategies that reduce time spent unsheltered or in shelter by accelerating exits to permanent housing; increase housing retention; and promote long-term self-sufficiency, consistent with HUD's CoC responsibilities and System Performance Measures. This includes providing consistent training and technical assistance to service providers and other stakeholders to successfully implement evidence-based best practices.

With each HHAP funding round, RTFH has refined its strategy, while still grounded in the Regional Plan, to also meet the priorities of the State of California, and most recently to comply with measurable improvements in the California System Performance Measures, the State's framework for tracking community outcomes.

HHAP Funding Priorities

In October 2023, RTFH issued a NOFO for HHAP-3 and partial HHAP-4 funds following collaboration with a CoC Funding Workgroup, which included CoC Board members, of which 3-4 workgroup participants were Board members with lived experience. Funding priorities—approved by the CoC Board—were aligned with the San Diego Regional Plan and State expectations. The priorities are as follows:

1. Diversion-Focused Outreach – Includes safe parking programs that implement outreach standards and Housing Problem Solving to prevent prolonged homelessness; Resolution Strategies funding for flexible financial assistance.
2. Permanent Housing – Extended Rapid Rehousing, shared housing, and increasing housing stock through capital projects, acquisition/rehab, or rental market engagement.
3. Housing Retention/Stabilization – Initiatives ensuring previously unhoused clients maintain housing after placement and increase self-sufficiency.

4. People with Lived Experience – Programs that elevate and center lived expertise.
5. Strengthening Access Through Systemic Solutions – Targeted efforts to improve access among underserved communities, leveraging leadership from groups representing veterans, seniors, and other impacted populations.

RTFH awarded funds to projects throughout the region that met these priorities and were committed to intentional outcomes focused on exits to housing, reducing first-time homeless, and reducing returns to homelessness. RTFH will assess the outcomes and impacts of these projects to continue to work toward achieving progress as measured by the State of CA SPMs.

Training & Technical Assistance

RTFH invests federal, state, and philanthropic resources—including HHAP, YHDP, and other competitive grants—into building systemwide capacity through training and technical assistance. RTFH provides technical assistance to cities, providers, and stakeholders to expand housing stock and implement best practices, in partnership with National Experts. Areas of focus include the following:

- Iain DeJong (OrgCode): CoC Street Outreach Standards, housing-focused practice models, program fidelity assessments, leadership coaching, including people with lived experience, and written practice guidance to support long-term sustainability.
- Michele Williams & Darlene Mathews (EIA Collective): System access assessment, program model reforms, and strategies to improve access to the system and housing resources.
- Kris Freed (Impact Consulting): Shared housing, master leasing, street-to-housing strategies for encampments, and coaching of people with lived experience, focusing on career pathways and what it means to be part of decision making.
- Ed Boyte (Listening Group): Housing Problem Solving and conflict resolution training, including systemwide and one-on-one coaching.

RTFH has also partnered with national experts on specific projects related to the HUD Youth Homelessness Demonstration Project; the support of people with lived experience to have access to more career pathways, supporting housing retention and self-sufficiency.

System Coordination & Convening

RTFH employs a full-time Outreach Coordinator and co-hosts quarterly R-HOM meetings with the County of San Diego. Attendees include outreach providers, healthcare partners, and jurisdictions to coordinate data-driven strategies and address barriers in real time. The system supports 300+ outreach workers and 88 programs in HMIS, with assigned geographic coverage and repeated routes to ensure consistent engagement. By-name lists connect clients to housing pathways and support services.

RTFH also partners throughout the region, either attending or co-

facilitating regional meetings to bring service providers, community partners and other stakeholders together. We coordinate with jurisdictions, Caltrans, property owners, public/behavioral health, street medicine, and specialized committees focused on Veterans, youth, families, justice impacted, and people with lived experience, and victim services to embed housing-focused interventions into outreach efforts.

These convenings are critical to support the sharing of initiatives throughout the region; access to resources; and training and education opportunities.

Core Initiatives

RTFH has developed and implemented best-practices throughout the region that focus on increasing exits to permanent housing and housing retention. Below are examples of initiatives that are critical to effectively ending and preventing reoccurrences of homelessness.

Diversion & Resolution Strategies

Since 2018, RTFH has made significant strides in addressing homelessness through targeted investments in Diversion and Resolution Strategies — an approach centered on early intervention, mediation, and sustainable solutions. With guidance from national experts, rigorous data analysis, and growing investment from public and philanthropic partners, RTFH has built a strong foundation that has resulted in measurable outcomes and solidified its commitment to long-term housing stability

- Performance (2024): 489 households (597 individuals) served; 94% exited to permanent destinations; 96% retained housing at 12 months; \$3,150 average cost per household.
- Leveraged \$1.3M from County, Managed Care Plans, and philanthropy; avoided \$1.27M in shelter costs.
- Partnered with 28 agencies across the county.
- Impact: November–December 2024 marked the first time in 33 months more people exited to permanent housing than entered homelessness; annual exits increased 6%, with 9–10% increases in November/December.

Flexible Housing Pool (FHP)

Established in 2020, the San Diego Flexible Housing Pool (FHP) is a region-wide initiative administered by RTFH in partnership with public, private, and philanthropic partners to reduce systemic barriers to permanent housing. Combining landlord engagement, unit acquisition, flexible rental subsidies, and housing navigation, FHP has received state and national recognition for its success in improving access to units—particularly for populations facing market discrimination. Leveraged as a system-level tool aligned with RTFH’s focus on permanent housing exits and self-sufficiency.

- Core Functions: Regional landlord recruitment, pre-tenant unit acquisition, flexible rental/move-in support, tenant & landlord stabilization services.
- Performance: 1,400+ households housed; FY23–24 retention

rates—95% (1 year), 97% (2+ years); expanded to smaller jurisdictions.

- ERF Integration: Accelerates housing from targeted encampment closures by overcoming common rental barriers.
- Recognition: State/national best practice model.

ID Bank (Think Dignity)

RTFH worked with Iain DeJong to implement an ID Bank in San Diego. This is an approach to safely storing original copies of vital documents for people experiencing homelessness or housing instability. The purpose of the ID Bank is to provide further assistance with securing appropriate documents in the community, but more importantly, reduce the number of instances in which people experiencing homelessness lose, misplace or have their vital documents stolen which impedes access to housing or other government services in many instances. RTFH contracted with Think Dignity to implement the ID Bank concept in San Diego, and provides services throughout the region. Outreach is conducted in areas that have limited resources or transportation to build trust with unsheltered communities and provide mobile services; services are accessible to individuals through individual appointments. Staff also host regular 1:1 in-person client appointments for document storage, acquisition, and procurement needs. This services coordination is critical to more immediate access to permanent housing and housing stabilization.

Shared Housing Initiative

Recognizing the ongoing challenges in the housing market, including low occupancy rates and high costs, RTFH and the community have identified the critical need to focus on Shared Housing as a practice.

Shared housing is an evidence-based, cost-effective strategy that expands access to permanent housing in high-cost, low-vacancy rental markets like San Diego. By matching two or more unrelated individuals to share a housing unit—while maintaining separate leases or agreements—this approach reduces per-household rent and utility costs, shortens the time from homelessness to housing, and maximizes limited housing resources.

Key Benefits:

- Increases Housing Supply: Shared housing makes use of existing units in the community, bypassing the long timelines and high costs of new construction. It also opens opportunities for households that may not qualify for a unit on their own due to income, rental history, or credit challenges.
- Reduces Costs and Barriers: By splitting rent and utility costs, shared housing makes market-rate units affordable to low-income households and reduces the amount of rental assistance required per household. This allows public and philanthropic resources to serve more people.
- Promotes Social Connection and Stability: Co-housing arrangements can reduce isolation, increase safety, and provide

mutual support—factors that are critical for individuals transitioning from homelessness to stability.

- Supports System Flow and Throughput: Shared housing placements free up shelter beds and interim housing resources more quickly, increasing the system's overall capacity to respond to new inflow.
- Customizable to Client Needs: Shared housing can be used as a permanent housing destination, a bridge to independent living, or a culturally responsive option for individuals who prefer communal living environments.

When paired with targeted landlord engagement, roommate matching tools, and supportive services, shared housing becomes a powerful lever for accelerating exits to permanent housing while ensuring tenants are supported in navigating shared living arrangements.

The rental community and provider community has identified the need for more training and support in understanding how to effectively utilize shared housing.

Extended Rapid Rehousing

In addition to increasing exits to permanent housing, RTFH is focused on reducing the returns to homelessness. RTFH is focusing on the underutilization of CoC funded Rapid Rehousing programs. RTFH has identified a combination of factors by which CoC funded RRH programs are not fully utilizing rental assistance. This is due to stagnant federal funding for supportive services and the inability to adjust the number of people served to align with rising costs of rents. RTFH is utilizing HHAP funding to extend RRH programs from less than 12 months of rental assistance to 18-24 months of rental assistance, especially with families. With low housing stock and being one of the most expensive places to live, households need more than 6-12 months of rental assistance to stabilize.

In the first 12 months of funding this initiative, the data shows that standard RRH exits to permanent housing is 68%. For those receiving additional rapid rehousing, exits to permanent housing increases to 97%. The average length of additional days of enrollment is 130 days. RTFH funded projects from January 1, 2024 through December 31, 2025. RTFH will continue to analyze data.

Safe Parking

RTFH has made strategic investments in safe parking to address immediate needs for people experiencing homelessness. Notably, RTFH utilized Homeless Emergency Aid Program (HEAP) funds to support the establishment of the first Safe Parking program in Encinitas. These programs have continued to grow with additional funding from HHAP. RTFH has funded new Safe Parking programs that incorporate Diversion and Housing Problem Solving practices, such as:

- A youth-specific Safe Parking program for college students at

Grossmont College.

- A Safe Parking program in the City of Oceanside.
- and a location for families in the City of San Diego in partnership with the Department of Education.

Additionally, RTFH has provided flexible funding through the Resolution Strategies initiative to service providers, enabling them to engage in Diversion strategies and quickly re-house individuals. These investments are part of a broader effort to increase sheltering options and reduce the unsheltered population across the region. Strengthening Access Through Systemic Solutions.

Through surveys and symposiums hosted by RTFH and EIA Collective, the community emphasized the need for more than just training, calling for a cultural shift and systemic-level engagement to complement individual organizational efforts.

- EIA developed an Ambassador Program to cultivate leadership and empower community partners to better serve the region. As part of this initiative, providers selected 2-4 staff members to participate in a year-long program.
- Efforts to map the informal support systems within faith-based organizations are underway to better understand and enhance their role in providing effective and appropriate support. This is expected to launch in late 2025.
- Two pilot RRH programs (Alpha Project & Monarch School) targeting Black individuals and families; research-informed, longer stays, strengths-based case management, and proxies for race to address inequitable access while complying with fair housing laws.

Data Systems & Accountability

HMIS is a critical system that enables homeless services organizations to manage client data, coordinate care, guide equitable resource allocation, and support strategic service delivery. As the regional HMIS Lead, RTFH provides the infrastructure and oversight for both San Diego and Imperial Counties—making us the only CoC in California to administer HMIS for more than one county. Our responsibilities include system configuration, user training, help desk support, technical assistance, data quality monitoring, and coordination with local service providers.

To meet California System Performance Measure (CA SPM) requirements and maintain statewide eligibility, RTFH must continue to expand training, technical support, and data oversight for all HMIS users. Ongoing investment in HMIS infrastructure is essential to supporting the full continuum of housing and homelessness programs throughout San Diego County.

RTFH leverages HMIS data to collect, analyze, and translate complex information into actionable insights. We exceed HUD requirements by ensuring federal reporting compliance, implementing system updates, and maintaining rigorous data monitoring, privacy, and security. Through comprehensive reporting, interactive dashboards, and policy enhancements, we empower service providers, policymakers, and the

community to improve service coordination, expand housing opportunities, and drive lasting solutions to homelessness.

This coordinated, outcomes-driven approach reflects San Diego's commitment to transparency, accountability, and measurable progress in ending homelessness—recognizing HMIS not merely as a compliance requirement, but as a foundational investment in system success. s are identified and engaged. Public libraries have trained staff skilled in helping people to access the homeless emergency response system and resources. When ready to engage customized assessment questions quickly link people to appropriate resources and Outreach provide transportation as needed. For those with barrier such as aging, mobility and health issues, hearing and vision, pets or concerns for partners or family members a team will offer housing assessment, SUD screenings, street medicine, behavioral health, crisis intervention, health education, vaccinations, IDs, VA, SSI, nursing facilities, safe parking, family reunification, and MediCal.

3.a.2. Siting and Use of Available Land

Eligible Applicant	Describe how the Eligible Applicant will coordinate efforts to identify and promote use of available land for the production of interim or permanent housing in the region
San Diego County	<p>Since 2017, the County, through its Department of General Services (DGS), has offered 12 County-owned properties for the development of permanent affordable housing. As of June 2025, developments on these properties are expected to create 1,761 units once completed. Currently, 206 units are operational, 515 units are under construction, and 1,040 units are in the pipeline for development. Other County efforts to expand this initiative include purchasing land to continue making sites available for future affordable housing. On May 6, 2025, the County Board of Supervisors approved the purchase of land in the Fallbrook Community that will be offered via Request for Proposals to affordable housing developers.</p> <p>Recent County Board of Supervisors actions (April 30, 2024) include approval of two Disposition and Development Agreements (DDA) one for property on Mission Gorge Road in the City of San Diego that will be the future home to 337 new permanent affordable units. The second for property on Market Street in the City of San Diego that will be the future home to 138 new permanent affordable units. To further the effort to make land available for affordable housing the County Board of Supervisors approved two additional DDA's on May 6, 2025, for property in the City of Escondido that will provide 136 permanent affordable units and a property in the City of San Diego on University Avenue that will provide up to 90 permanent affordable housing units. HCDS-OHS worked with DGS to identify available land for use for interim housing solutions, including two current safe parking sites, Magnolia (16 spaces) and Bancroft (27 spaces), that serve the unincorporated areas of the County. A third site, Grantville, will provide 20 additional safe parking spaces and is expected to open in August 2025. HCDS-OHS and DGS continue to assess sites for feasibility when resources are available. The County also recently</p>

started development on the Troy Street Sleeping Cabins project that will utilize Caltrans property to develop 60 sleeping cabins for people experiencing homelessness in the unincorporated areas of the county as a pathway to services and permanent housing. Troy Street Sleeping Cabins is expected to open in July 2026. The County remains vigilant in identifying land that can be coupled with resources to develop future temporary and permanent sites that meet the needs of the community.

City of San Diego

The City of San Diego continues to work diligently to identify and promote the use of available land for the production of interim or permanent housing. In June of 2023, the City of San Diego's Homelessness Strategies and Solutions Department released a Comprehensive Shelter Strategy (<https://www.sandiego.gov/sites/default/files/hssd-comprehensive-shelter-strategy.pdf>) which included an analysis of city-owned property for the use of homelessness shelters and services. The strategy was updated in July of 2024 (<https://www.sandiego.gov/sites/default/files/2024-07/hssd-comprehensive-shelter-strategy-update-july2024.pdf>) detailing new shelter opportunities that opened on city-owned property and additional opportunities underway.

In September of 2024, the City of San Diego, in partnership with its local housing authority (San Diego Housing Commission), developed a short-term action plan to address immediate shelter needs in the City. To ensure a city-wide, extensive search for shelter properties, the City has released a Request for Information (RFI) in September of 2024 calling on private property owners to submit properties that could potentially be used for shelters. In addition, the San Diego Housing Commission released a Request for Qualifications (RFQ) seeking properties that could potentially be utilized for shelters. This RFQ is open indefinitely to ensure the City of San Diego and San Diego Housing Commission can continue to receive proposals on a rolling basis should opportunities arise.

The City of San Diego is committed to increasing housing opportunities. Last year, the City of San Diego issued a Request for Proposals seeking a developer to buy and turn a City-owned building into a 100% affordable housing development. In May of 2025, the San Diego City Council approved of an agreement with a local provider to redevelop the property into 164 affordable homes. The provider plans to offer wrap-around services, such as physical and behavioral health care, social supports, and employment services, which will help residents attain self-sufficiency and success. In addition to this site, the City of San Diego is slated to release a similar Request for Proposals for a former library located Downtown to be transformed into housing.

The City of San Diego is seeing significant progress on its efforts to increase the production of interim shelters and housing. In May of 2025, the City of San Diego, San Diego Housing Commission, and CoC presented a joint update on the City of San Diego's Community

Action Plan. The Community Action Plan on Homelessness was first developed in 2019 providing a roadmap of all of the resources needed to address homelessness in the City. When the plan was first launched in 2019, there were approximately 3,229 supportive housing units for individuals previously experiencing homelessness in the City. The update shared that today, there are nearly 7,000 units. The update also included that sheltering options, supportive housing, and rapid rehousing units for individuals experiencing homelessness have grown 91% in the City of San Diego since 2019.

San Diego City and County CoC

RTFH does not have a direct role in land use and development and rely on our partnership with the City, the County and San Diego cities to deploy resources to support these efforts.

RTFH has made a variety of investments, such as utilizing HHAP program funds to support Safe Parking including two new safe parking programs with Diversion practices, a youth-specific safe parking program for college students at Grossmont College and a safe parking program in North County operated by the City of Oceanside. RTFH will continue to support the County, the City of San Diego, and other San Diego cities in the service coordination of these programs to meet the rising need for people living in vehicles and exiting them to permanent housing.

RTFH will continue to support capital projects that establish or increase permanent housing units in the San Diego region when funding allows. RTFH will leverage resources to fund and support development of permanent housing units for the community. Project HomeKey is an example, where RTFH has leveraged HHAP funds (in conjunction with the City and the County) to provide 1.1M for the acquisition and rehabilitation of a property for a much needed, new permanent supportive housing units to the region’s housing inventory, of which 40 units will be dedicated to the homeless youth. In 2020, RTFH also contributed 1M for San Diego’s first Project HomeKey. Most recently, RTFH awarded 1M to a local developer for the acquisition and rehab of a property housing severely low-income individuals and families to avoid the property being sold, torn down, and developed into higher rent units. This acquisition will retain the original 9 units and add an additional 9 units.

3.a.3. Development of Shelter, Interim and Permanent Housing Options

Eligible Applicant

Describe your engagement with housing developers, including developers of permanent supportive housing, to coordinate the financing of interim and permanent housing

San Diego County

As part of the County’s Notice of Funding Availability (NOFA) process to offer financing to develop permanent affordable and supportive housing, the County conducts “industry days” and conducts substantial outreach to developers. This allows developers to provide input regarding the upcoming financing opportunities. Additionally, the County also releases Requests for Statements of Qualifications for

State-funded Homekey and Homekey+ programs, allowing developers to partner with and provide feedback to the County regarding potential applications for these funding sources.

City of San Diego

To address the housing and homelessness crisis and allow for more homes to be built that San Diegans of all income levels can afford in all communities, the City of San Diego has progressively implemented programs, policies, procedures, incentives, and funding to accelerate housing production and increase the supply of affordable housing.

As a result, the City was one of seven jurisdictions to receive a Prohousing Designation from the California Department of Housing and Community Development in December of 2022. The City was recognized for its work to increase the development of more housing close to amenities. Some of the policies and actions that the City has taken to earn the title include:

-The City has continually updated its community plans and zoning regulations to remove barriers to the production of more homes. These community plans are primarily focused in job-rich, transit-oriented, and high resource communities such as Mira Mesa, Hillcrest, University, College, and Clairemont.

-On January 11, 2023, Mayor Todd Gloria issued Executive Order No. 2023-1 requiring all ministerial 100% affordable housing projects be reviewed and approved by the Development Services Department in 30 business days or less. The Executive Order also required the department to take immediate steps to reduce the permit backlog, fill vacancies, and streamline the permitting process to increase the supply of new affordable developments. To date, staff is reviewing and completing projects in 8 business days on average. Full details of the Executive Order can be viewed here:
<https://www.sandiego.gov/development-services/forms-publications/information-bulletins/195>.

-In January 2024, Mayor Todd Gloria signed Executive Order 2024-1 requiring all ministerial projects opting into the city's transit-oriented development housing program, Complete Communities, be reviewed and approved in 30 business days as well. To date, projects opting into this Executive Order are being reviewed and completed in 11 business days on average. Full details of the Executive Order can be viewed here: <https://www.sandiego.gov/development-services/news-programs/cchs-now>.

-In February 2022, the City of San Diego adopted Housing Action Package 1.0 which implemented ministerial lot splits via SB9; created an employee housing incentive program; and incentivized live/work housing, housing on city facilities such as police and fire departments, and homes with 3+ bedrooms for families. More information is available here: <https://www.sandiego.gov/sites/default/files/housing-action-package-fact-sheet.pdf>.

-In December 2023, the San Diego City Council approved Mayor Todd Gloria's Housing Action Package 2.0 which phased out environmentally harmful land uses near residential areas in communities of concern, incentivized off-campus student dormitory housing, bolstered the city's single-room occupancy program, adopted anti-displacement measures, implemented AB2097 prohibiting parking requirements within Transit Priority Areas facilitated the conversion of parking lots and shopping malls into homes, and amended the Complete Communities program to incentivize affordable homes in job-and school-rich neighborhoods. More information is available here:
https://www.sandiego.gov/sites/default/files/2023_hap_fact_sheet.pdf.

-The City is in the process of refining its nationally-recognized ADU Density Bonus Program which allows for additional ADUs to be built in exchange for income-restricted moderate- and low-income ADUs.

-Zoning innovation: Via community plan updates and General Plan updates, the city is innovating with mixed-use base zones, specifically employment mixed-use and residential mixed-use zones. This allows for a mix of residential and employment uses within TPAs, with development intensity governed by floor area ratio rather than dwelling units per acre.

-Complete Communities Housing Solutions: This opt-in incentive program waives density and height limitations and allows for a floor area ratio-based density bonus for transit-oriented development that provides affordable housing and infrastructure amenities.

-Affordable, Infill Housing, and Sustainable Buildings Expedite Program: This program provides expedited discretionary and ministerial permit processing for projects that provide five or more homes, compared to standard review times, and waives all expedite fees for 100% affordable housing projects.

-Midway Rising: The City is in the process of negotiating a lease with a development team to convert an old Sports Arena and 48 acres of parking into a vibrant, mixed-use affordable housing development. By utilizing the Surplus Lands Act, the city selected a project team that proposes to build 4,250 homes (2,000 income-restricted affordable), along with parks and open space amenities, and a new Sports Arena. Final Council approval of the lease agreement, development agreement, and other documents are scheduled for this Fall. Once under construction, it will be the largest affordable housing development project in the west coast.

-Surplus Lands Act: The Midway Rising project is only one example of the successful utilization of the SLA. The city is also in the process of redeveloping the Downtown Old Central Library (new library opened in 2013), a former Homelessness Response Center, and other strategic city-owned properties.

-Bridge to Home: The City's Economic Development Department

administers this successful gap-financing program. Via regular NOFAs (utilizing Low and Moderate Income Housing Asset Fund (LMIHAF); Permanent Local Housing Allocation (PLHA) Program; Community Development Block Grant (CDBG); and HOME funding), the City allocates between \$3-5 million in funding per project via a competitive process to affordable housing projects that are in their final stretch of securing funding. To date, after five rounds of NOFAs, over \$100 million have been allocated to help build over 2,100 income-restricted homes.

Full details on the City's efforts related to housing can be found on the Mayor's policy successes website:
<https://www.sandiego.gov/mayor/policy>.

San Diego City and County CoC

RTFH is committed to supporting the development of permanent housing solutions in the San Diego region. RTFH will continue to support capital projects aimed at creating or expanding permanent housing units. Below are examples of where RTFH leverages resources to support permanent housing and/or has directly applied for or contributed funds.

The CoC Board includes representation from several of the largest affordable housing developers in San Diego: Community HousingWorks; Wakeland; Father Joes Villages; and PATH.

Permanent Housing Support

Project HomeKey

RTFH contributed \$1.1M in HHAP funding to the San Diego Housing Commission for their Project HomeKey application, which also included funding from the City of San Diego and San Diego County. This application was approved by the State of California and on October 25, 2024, the renovations of Presidio Homes was launched and upon completion of renovations will bring 161 units of permanent supportive housing, 40 of which are for youth experiencing homelessness. Presidio Palms opened on June 12, 2025.

In 2020, RTFH allocated \$1 million toward San Diego's first Project HomeKey initiative, which brought more than 400 permanent housing units online in San Diego.

Other Investments

In 2023, RTFH provided \$1 million to a local developer to acquire and rehabilitate a property for severely low-income individuals and families. This acquisition retained nine existing units and add another nine, preserving affordability and preventing the property from being redeveloped into higher-rent units. The developer has committed to keeping these units within the homeless response system, partnering with RTFH and Brilliant Corners to include them in the CoC's Regional Flexible Housing Pool, ensuring access for individuals experiencing homelessness.

CoC Collaborative Applicant: HUD CoC Builds NOFO

As the CoC Collaborative applicant, RTFH worked with affordable housing developers to apply for the CoC Builds NOFO which was a new funding opportunity released originally in July 2024. It was the first of its kind funding for new construction, acquisition, or rehabilitation of PSH-specifically for capital costs and activities associated with PSH. The award of these funds was paused with the new administration. The NOFO was published again in May 2025 and in June 2025, RTFH applied for \$2M to fund 53 units. Award announcements are still pending.

3.a.4. Coordination of and Connection to Service Delivery

Eligible Applicant

Describe how the Eligible Applicant is coordinating, connecting, and delivering services - including Mental Health Services Act or Behavioral Health Services Act within the region - to individuals experiencing homelessness, or at risk of experiencing homelessness

San Diego County

The County's department of Behavioral Health Services (BHS) delivers coordinated, integrated services to individuals at risk of or experiencing homelessness and living with serious mental illness through programs funded by the Mental Health Services Act (MHSA), transitioning to the Behavioral Health Services Act (BHSA) in July 2026. With the transition to BHSA individuals living with substance use disorder will also qualify for services. Housing supports are tied to treatment and are offered on a continuum, from transitional models such as short-term bridge housing and recovery residences to permanent supportive housing models. Central to BHS are Full-Service Partnerships, including 18 Assertive Community Treatment (ACT) programs that use a "whatever it takes" field-based model to support individuals with severe mental illness, including those experiencing homelessness. ACT programs currently include embedded housing dollars, and in FY 2023–24, 12% of ACT clients were unhoused. The County also invests in Permanent Supportive Housing (PSH), combining long-term housing with supportive services such as outpatient care, strengths-based case management, and ACT services. MHSA has funded three major PSH capital programs, MHSA Housing, Special Needs Housing, and No Place Like Home, administered via a Notice of Funding Availability process requiring developers to dedicate units to people with severe mental illness and homelessness. BHS funds services in PSH developments for up to 20 years and partners with the San Diego Housing Commission to provide behavioral health services at Homekey-funded properties. Additionally, BHS supports the Community Harm Reduction Team (C-HRT) model by funding C-HRT outreach and Safe Haven. C-HRT outreach provides field-based harm reduction services, including outreach and engagement; low-barrier, just-in-time services and connection to primary care; behavioral health services; medication management; Medication Assisted Treatment; and syringe exchange services. C-HRT Safe Haven serves up to 22

residents at a time, offering them a safe place to heal while receiving wraparound services. As BHSA implementation is underway, with a 30% funding requirement for housing interventions, the County is actively planning to sustain and expand these vital services to ensure continued housing stability and behavioral health support.

City of San Diego

The City of San Diego is committed to ensuring there are resources available for individuals experiencing homelessness including, but not limited to, shelter opportunities, coordinated street outreach, and Safe Parking. All of these programs strive to provide assistance that meet each individual's immediate needs while also creating a pathway to long-term housing and linkages to supportive services for sustainability. These programs include access to supportive services, resource referrals, such as mental and behavioral health services, healthcare services, etc., housing navigation, case management, basic needs assistance, and more to ensure individuals experiencing homelessness have the support they need as they work toward ending their homelessness.

One specific example of coordination and connection to service delivery includes the City's Homelessness Response Center (HRC). The program is overseen by the San Diego Housing Commission and provides a broad range of services to help individuals and families experiencing homelessness on their path to permanent or longer-term housing. The HRC offers a variety of resources including, but not limited to, the following:

- Coordination with and referrals to County of San Diego, State of California, and federal programs, as well as nonprofits and social services agencies;

- Assistance with accessing mainstream benefits (e.g., Supplemental Security Income and Social Security Disability Insurance);

- Assistance obtaining personal identification documents such as Social Security cards, birth certificates, legal identification cards, divorce and custody records, immigration documents; assistance may include referrals to local legal assistance resources;

- Referrals to coordinated shelter intake for Program Clients seeking temporary shelter and/or referrals to other temporary lodging resources outside the coordinated shelter system;

- Assistance with completing and obtaining documents for housing applications and supportive and subsidized housing paperwork;

- Advocacy and mediation with potential landlords to secure new housing;

- Assistance in locating safe and affordable permanent or other longer-term housing, including determining housing interventions and opportunities outside of CES;

-Determining diversion opportunities, enrolling in diversion assistance, and issuing short-term diversion financial assistance targeting barriers to housing, such as rental application fees, security deposits, first and last month's rent, utility deposits, utility/rent debt, and other costs deemed necessary for housing stability.

In addition, the City's Lifesaving Intervention for Treatment (LIFT) Program helps activate service pathways for San Diego's most vulnerable residents. LIFT bridges gaps in services through collaborative efforts that slow the revolving door between hospitals, jails, and streets. The program includes multiple City departments, including the San Diego Fire-Rescue Department's Emergency Medical Services Division, City Attorney's Office, San Diego Police Department's Intervention Services Team, and Homelessness Strategies and Solutions, in addition to contracted physicians and outreach workers. LIFT provides outreach, specialized case management, cognitive and psychiatric assessments, medication assistance for individuals with higher levels of needs. The program also collaborates with the County of San Diego, non-profit organizations, and any applicable family or support system to develop a person-centered plan for stabilization, which can include petitions for CARE Court, and probate conservatorship when applicable.

The San Diego Housing Commission currently oversees the Coordinated Shelter Intake Program as part of its coordination and connection to service delivery. The program maximizes the use of available shelter beds within the system by streamlining how persons experiencing homelessness are placed into shelters across the system. This coordinated approach allows for an individual to be matched to the shelter that best meets their specific needs and reduces the amount of time an outreach worker spends finding an open bed in the system.

Moreover, the City's Coordinated Street Outreach Program includes outreach teams who work to build relationships with individuals experiencing homelessness. The teams use a person-centered, compassionate approach to resolve homelessness through the offer of services tailored to the specific needs of individuals. Outreach teams work to provide connections to supportive services, mental and behavioral health resources, connections to healthcare, basic needs assistance, and placements to shelter and housing opportunities. In addition to daily street-based outreach, the Coordinated Street Outreach Program also conducts focused outreach events two weeks per month in areas identified as having large populations of individuals experiencing homelessness. These multi-agency events include participation from the County of San Diego, State partners, and local services providers. During these events, outreach teams canvass an area to engage unsheltered individuals and connect them to supportive services. Access to case management, healthcare, public benefits, mental health and substance abuse treatment, hygiene kits, transportation, and basic essentials are all offered to people experiencing homelessness in the area.

San Diego City and County CoC RTFH is not a direct service provider and does not have oversight of the coordination, connection and/or delivery of services, including MHSA or BHSA. We do, however, work in close partnership with representatives from these respective entities at the County of San Diego and with local service providers. We also participate in BHS convenings and monthly meetings with BHS and SDHC regarding permanent supportive housing to ensure people experiencing homelessness are able to access housing as soon as possible.

RTFH also has a monthly standing meeting with Managed Care plans to collaborate on addressing needs of those experiencing homelessness; system level improvements; data analysis to improve health outcomes for people experiencing homelessness. For the last year, conversations have centered on utilizing the existing San Diego Flexible Housing Pool to implement Transitional Rent. Conversations have included the County of San Diego Behavioral Health Services to better understand how to incorporate MHSA and/or BHSA. RTFH partnered with the County of SD to apply for technical assistance to better understand how to utilize MHSA and/or BHSA funding with the existing FHP.

3.a.5. Policies for Addressing Encampments

Encampment	Estimated Population	What are the region's specific plans to address this encampment?	What are the Key Milestone Dates to carry out the described plan?	ERF Status (site funded by ERF)	ERF Contract #	Are there current plans to submit an ERF application to address this site?	Lead Entity for addressing this encampment
San Diego (CoC) Region	6,110	Regional Task Force on Homelessness (RTFH), as the Continuum of Care for the San Diego region, does not have jurisdiction of the encampments in San Diego. RTFH in partnership with CalTrans, City of San Diego, the County of San Diego and other local authorities support in addressing encampments using the CoC's Unsheltered Policy. As the CoC, RTFH	In the event rapid resolution to homelessness is not possible, outreach staff will complete an intake enrolling them in the street outreach program and a plan will be created to guide when the next engagement will occur and any action	No		No	San Diego City and County CoC

has developed the following guidelines to promote addressing unsheltered homelessness:

- Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County
- San Diego CoC Community Standards
- Community Outreach Standards

RTFH supports the work of different stakeholders to develop a regional unsheltered outreach coordination to ensure individuals experiencing unsheltered homelessness are identified, assessed, and engaged in services in a coordinated and trauma-informed manner. RTFH promotes street outreach to engage individuals living unsheltered with a Housing First philosophy and in a culturally competent and trauma informed manner, provide links to mainstream services, and use diversion and problem-solving techniques to connect people with safe housing options whenever possible. The primary goal of outreach is to find affordable housing for each individual, with access to voluntary wraparound services needed to stay health, including employment, substance use treatment and mental health care. San Diego's CoC Street Outreach Community Standards recommend that each week, 50% to 75% of street outreach team shall be spent re-engaging and serving unsheltered individual that were previous

steps toward housing. All unsheltered persons are added to the CES By-Name List and complete all necessary documentation to refer to Coordinated Entry. Staff will participate in re-engagement activities to assist the unsheltered person to taking steps from being unhoused to housed. Re-engagement activities include ensuring the person is "document ready" to move into housing. A minimum of one contact must be recorded in HMIS each 90-day period for the individual to be active in HMIS. When an unsheltered person has been identified as a match for vacancy through CE, staff should assist in locating the individual and arrange the connection to the housing opportunity. Based on the 2025 CES referrals and those that were accepted into the program, those experiencing homeless had an average time of 125 days before move in. RTFH also leverages the Resolution Strategies Funding

encountered. 60% of the caseload should be assisted with progress towards housing, within or outside of Coordinated Entry (CE). At times, street outreach is prioritized to people who live in specific encampments that has been identified for closure and who may need more immediate transition to services. The CoC recommends the community to follow the CoC Prioritization Policy for service delivery.

Formal policy is attached as the San Diego CoC's Unsheltered Homelessness Policy.

to expedite housing and supports long-term stability. This funding, partially funded by HHAP, provides additional flexible funding to reduce the amount of time for those experiencing first-time entries into homelessness. The CoC funds housing-focused diversion outreach that can be used in encampments to those that are eligible for Resolution Strategies funding and into permanent housing.

When resources and funding are available, as with HCD funded Lemon Grove ERF project, RTFH has been successful in identifying, assessing and engaging with individuals to house them quickly in a coordinated and trauma-informed manner. The project has started in August 2025 with the first zone in Lemon Grove encampment and the average length of time is about 27 days before someone is housed.

San Diego County	200	Please see specific encampment efforts on attached excel sheet	No	No	San Diego County
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City of San Diego - Please see attached spreadsheet for full details.	The City of San Diego continues to utilize awarded competitive funding, including Homekey/Homekey+ and ERF funding to house and serve individuals experiencing homelessness, including those living in encampments. The City will continue to apply for additional competitive funding, including Homekey/Homekey+ and ERF funding, when available, as appropriate, and contingent upon additional vouchers and/or funding for operating subsidies. In addition, the City has applied for and continues to draw down all formula/allocation funding, such as PLHA, to house and serve individuals experiencing homelessness, including those living in encampments.	Please see attached spreadsheet for full details.	No	Yes	City of San Diego
		Please see attached spreadsheet for full details.			

Optional Upload: Encampments Excel
San Diego HHAP 6 Encampment Spreadsheet Amended Oct_25 Final Submission.xlsx

Optional Upload: Map of Encampments
Eligible Applicants with a current and formal policy to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

Formal Encampment Policy - Fully or Partially Compliant

Eligible Applicant	Applicant confirms the plan complies with the Cal ICH Guidance on Addressing Encampments?	If you selected “Yes, in part,” describe what elements of the policy do comply with the Cal ICH Guidance on Addressing Encampments, and specifically how they comply.	Provide a link to the policy or upload a copy below
San Diego County	Yes		
City of San Diego	Yes, in part	The City of San Diego’s Unsafe Camping	

Ordinance was approved in June 2023. The ordinance established new regulations prohibiting encampments on public property and codifying how, when, and where the City may conduct enforcement related to violations of the regulations as well as codifying how encampment abatements are conducted throughout the City. The ordinance complies with the Cal ICH Guidance on Addressing Encampments by ensuring efforts are made to provide advance notice and identify and offer shelter to individuals living in an encampment prior to taking action. In addition, the ordinance provides even further policy on abatement procedures such as advance noticing, including in the event of an emergency, photo and video documentation throughout the process, and storage and retrieval of items. In addition, the ordinance also standardized a citywide process for how the City's Environmental Services Department notices and addresses encampments and property found at encampments. The City's Encampment Abatement Standard Operating Procedures specify the exact hours abatements may occur based on daylight. From

April 1 through September 30, abatements may occur after 6:00 a.m. until 7:00 p.m. From October 1 through March 31, abatements may occur after 7:30 a.m. until 5:30 p.m. Abatements are not to be conducted during inclement weather on days when there is a 50% or greater chance of rain or the high temperature is expected to be 45 degrees or below. Furthermore, the procedures provide specific direction on when abatements will be suspended due to unexpected inclement weather. The ordinance mandates written notices of clean-up to be posted on each tent or structure and in any other distinct areas of the encampment a minimum of 24 hours in advance. In the event an expedited abatement is necessary to preserve public health or safety, notices of clean-up shall be posted a minimum of three hours in advance. The ordinance also details how abatement procedures are to be documented including:

1. photograph or video record the site before any abatement begins,
2. open backpacks, purses, suitcases, and other small storage containers to determine whether they contain items eligible for storage,
3. set out items contained in bags or

suitcases and photograph the items, 4. photograph or video record all items to be stored, 5. photograph or video record the cleanup process, and 6. photograph or video record the site after abatement has concluded. The ordinance provides examples of items potentially eligible for storage including identification and associated paperwork, medication stored in medication bottles with identifying information, art, art supplies, musical instruments, and items that reasonably appear to have sentimental value in their current condition. An item need not be in a new or perfect condition to have apparent utility. After an abatement has concluded and when eligible items are collected and placed in storage, notices will be posted at the location of the abatement including information on how a person can claim stored items. This information is also available via the City's website. A person may retrieve their stored items based on a description with sufficient specificity to demonstrate ownership, and a person may retrieve their items without inquiry into the person's criminal background or outstanding warrants.

The City's Environmental Services Department generally works with City-funded outreach teams to reunite a person with their items and will personally deliver the items back to the individual wherever they are at within the San Diego region. Per the ordinance, eligible items are to be kept in storage for at least 90 calendar days. More information on the City's Unsafe Camping Ordinance including outreach and implementation, the progressive enforcement model, and abatement procedure can be found here:

<https://www.sandiego.gov/police/services/neighborhood-policing-division/unsafe-camping>

Separate from the ordinance but tangentially related, the City has dedicated outreach teams working throughout the City on a daily basis to connect with individuals experiencing homelessness. As building trust is a critical component to outreach, the City recognizes the importance of keeping outreach activities separate from abatements. While outreach and abatement operations are done separately, outreach teams are proactively and regularly deployed throughout the entire City. The City's outreach efforts are not just

encampment focused. Outreach teams are assigned to areas all throughout the City to proactively engage with unsheltered individuals, build rapport, and offer resources including connections to shelters, mental health and behavioral health services, basic needs assistance, and other supportive services. Outreach teams follow the CoC's adopted Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments: <https://www.rtfhsd.org/wp>

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content/uploads/2024/11/RTFH-Regional-Unsheltered-Policy-Guidelines_Final-1.pdf
The City's Coordinated Street Outreach Program includes two different teams including the Mobile Homeless Response Teams and Rapid Response Teams. Mobile Response Teams: The Mobile Response Teams are trained in crisis intervention and embed outreach workers in neighborhoods throughout the City with higher concentrations of people experiencing unsheltered homelessness. These teams work to locate and engage with people who are identified as most vulnerable and prioritized for resources, such as supportive housing. These skilled outreach

teams' problem-solving practices are aimed at breaking down barriers and leveraging internal and external resources to resolve a person's homelessness. Rapid Response Teams: The Rapid Response Teams focus on areas of high concentration of unsheltered homelessness and respond to community referrals across the City, providing immediate intervention and problem-solving activities. They also work to improve the individual's sense of safety and help them meet their basic needs, connecting them to ongoing case management through the Mobile Response Teams. Moreover, the City's Coordinated Street Outreach Program conducts focused outreach events two weeks every month in areas identified as having large congregations of people experiencing homelessness. During the multi-agency events, outreach teams canvass an area to engage unsheltered people and connect them to supportive services. Access to case management, health education, public benefits, mental health and substance abuse treatment, primary care referrals, and access to hygiene kits, transportation and basic

essentials are all offered to people in the area. These events rotate throughout different areas in the City, and in addition to the efforts described above and below, generally serve well over 100 unduplicated clients per event and help expand connections to services. While outreach workers are not onsite during abatements, staff from the City's Environmental Services Department work closely with the City's Outreach Program Manager if and when individuals request connections to services or shelters during abatements. In addition, staff from the City's Neighborhood Policing Division are often onsite and available to provide connections to the San Diego Police Department's Homeless Outreach Team who can also provide connections to shelters, as well. The purpose of the San Diego Police Department's Homeless Outreach Team is to provide an alternative to enforcement for those who find themselves in need of assistance and are willing to accept help. In addition to social services-based outreach, these teams have a primary focus of building trust, offering services, and providing connections to shelters and other resources. While the City's ordinance requires

written notices of cleanups to be posted at least 24 hours in advance, contact and outreach with individuals typically occur more than 48 hours before any abatement. The City relies on the Get It Done application to identify encampments and determine where abatements may be necessary. Get It Done reports first go to the City's Neighborhood Policing Division (NPD), which includes its Homeless Outreach Team (HOT), where they conduct the initial assessment, make contact with individuals, and determine the appropriate next steps. If it is determined an abatement is necessary after this inspection and outreach, the report is then referred to the City's Environmental Services Department (ESD). This referral process generally takes one to three business days, after which a 24-hour notice is posted at the encampment. During this stage, NPD provides security and outreach for the ESD teams. On the day of the abatement, NPD provides security and outreach while ESD performs the abatement. In total, assuming the encampments are occupied, there are typically at least three separate contacts with NPD where services are offered over a period of more than 72 hours

before the abatement occurs. For larger-scale encampment cleanups, the City's Environmental Services Department works with the City's Homelessness Strategies and Solutions Department well in advance of abatements to ensure sufficient outreach and connections to services have been offered. These outreach efforts typically take place over the course of 3 days and over 48 hours in advance of abatement notices being posted.

San Diego City and County CoC Yes

- Upload: Copy of Formal Policy to Address Encampments**
 SEC. 73.108. UNAUTHORIZED CAMPING ON PUBLIC PROPERTY.docx
 City of San Diego Municipal Code Ch06Art03Division04.pdf
 City of San Diego Encampment Abatement Procedures.pdf
 CSP Procedures Final.pdf
 UNSHELTERED HOMELESSNESS POLICY FOR THE SAN DIEGO CONTINUUM OF CARE May 2025 FINAL.pdf

Eligible Applicants without a current and formal policy to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

Formal Encampment Policy - Nonexistent

Eligible Applicant	Describe existing efforts to address encampments	Does the Eligible Applicant actively commit to adopting a policy that complies with the Cal ICH Guidance on Addressing Encampment?	Provide a specific timeline, including dates, for future adoption of formal policies that comply with the Cal ICH Guidance on Addressing Encampments
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No

No

3.a.6. Housing Element Compliance

Large City or county Eligible Applicant	Is this Eligible Applicant's Housing Element Compliant?	If not compliant, provide a timeline for all relevant milestones to achieve compliance (refer to Guidance and Example timeline and milestones for required level of detail)
San Diego County	Yes	
City of San Diego	Yes	

3.a.7. Housing Element Implementation

Large City or county Eligible Applicant	Has this Eligible Applicant implemented all programs in their adopted Housing Element on the timelines identified therein?	If not, provide a specific timeline and plan with dates to implement the past due programs.
San Diego County	No	<p>The County of San Diego met with representatives from state HCD's Housing Policy Division on 9/25 to discuss the status of Housing Element Implementation and provided a table of updated Housing Element Implementation Action timelines including establishing specific timelines for the completion of Action 3.1.3.A Zoning Cleanup and 3.1.1.K Expand Eligibility of Checklist Exemptions. These programs are part of a larger project called Housing Unlocked. The Housing Unlocked effort is underway and the County has a Contract/Task Order in place with a consultant, 675K committed, and an estimated timeline of completion of Phase I in Summer 2026 and Phase II in Spring 2027.</p>
City of San Diego	Yes	

3.a.8. Prohousing Designation

Large City or county Eligible Applicant	Current Prohousing Designation Status	For Eligible Applicants that have not yet applied or do not plan to apply, list the Prohousing Policies (as described in the Prohousing application) that they have adopted or plan to adopt in the future.

San Diego County	Has been designated Prohousing.
City of San Diego	Has been designated Prohousing.

3.a.9. Housing Law Violations

Large City or county Eligible Applicant	Does this Eligible Applicant have any potential or actual housing law violations with HCD's Housing Accountability Unit or the Attorney General's Housing Justice Team?	If yes, provide a specific timeline and plan with dates to resolve the issue.
San Diego County	No	
City of San Diego	No	

3.a.10. Surplus Land

Large City or county Eligible Applicant	Has this Eligible Applicant made a central inventory of all surplus land and all lands in excess of their foreseeable needs as required by Government Code section 54230?	If not, the Eligible Applicant must provide a specific timeline and plan with dates to create such an inventory.
San Diego County	Has a central inventory.	
City of San Diego	Does not currently have a central inventory.	While the City of San Diego does indeed have a central inventory established of all surplus land and have included this list in previous APRs, the City had no surplus land to report in January to December 2024. The San Diego City Council has approved several new surplus property declarations in 2025, and the City will ensure the list is updated by

the next APR due on April 1,
2026.

3.a.11. Annual Progress Report

Large City or county Eligible Applicant

Has this Eligible Applicant submitted a timely and complete annual progress report for at a minimum, the past two years?

San Diego County

Yes

City of San Diego

Yes

Section 3.b. System Performance Measures Improvement Plan

3.b System Performance Measures Improvement Plan

The System Performance Measures Improvement plan documents all the Key Actions the regional partners are taking to improve their homelessness CA System Performance Measures (SPMs) listed in [Section IV.A.3.b.i. of the HHAP 6 NOFA](#). The plan may also include the Key Actions of small jurisdictions and/or tribal governments in the region that elect to engage and collaborate in the Regionally Coordinated Homelessness Action Plan.

All items currently being funded through HHAP Rounds 1 through 5, as well as all activities proposed to be funded through HHAP 6, must be included as Key Actions in the System Performance Measures Improvement Plan. Each regional partner must also include the Key Actions they are taking beyond HHAP 6 funding to address homelessness. These Key Actions must include how each regional partner is improving the region's CA SPMs through use of local, state, and federal funds.

The System Performance Measures Improvement Plan must include:

- At least one Key Action related to reducing CA SPM: "The number of people experiencing unsheltered homelessness"
- At least one Key Action related to increasing CA SPM "the number of people exiting homelessness into Permanent Housing," and
- At least one Key Action with a specific focus on reducing first time instances of homelessness for those exiting institutional settings, including, but not limited to jails, prisons, and hospitals.

Each Key Action must be described in clear, specific terms and must do the following:

1. Identify the CA SPM(s) that the Key Action will improve (you may choose more than one SPM).
2. Describe how the Key Action will improve the CA SPM(s).
3. Identify the lead entity and collaborating entities partnering to achieve the Key Action. Collaborating entity/ies may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating Eligible Applicant, a system partner, or any organization actively participating in the Key Action.
4. Provide the target date for milestones and completion of the Key Action.
5. Provide a clear metric for how success of the Key Action will be measured.
6. Identify the funding source(s) for the Key Action.
 - Note: At a minimum, all funding sources listed in Section IV.A.3.b.ii. of the HHAP 6 NOFA, excluding any that are unavailable to the region within the grant term (FY24/25-FY28/29), must be identified as funding sources for at least one Key Action within the System Performance Measures Improvement Plan.
7. Describe how the funding source(s) will contribute to the achievement of the Key Action.
 - Note: For HHAP 6-funded Key Actions, include the eligible use category or categories as applicable.
8. Describe how the Key Action will address system performance disparities and ensure racial and gender equity in at least one of the following areas: Service Delivery, Housing Placements, Housing Retention, Changes to procurement, or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Available Funding Sources in the Region

If applicable, list any funding sources mentioned in [Section IV.A.3.b.ii. of the HHAP 6 NOFA](#) that are not available in the region within the grant term (FY24/25-FY28/29).

Available Funding Sources NOT within the Region Narrative

The Housing for a Healthy California Program,

Key Actions to Improve the Region's CA SPMs

Guidance:

Please note that all Key Actions are numbered to ensure Key Actions may be easily referenced in later parts of the regional application. Applicants can refer to the # provided. E.g., Key Action 1, Key Action 2, etc.

Key Actions

Key Action 1

Description

The Housing Our Youth Program (HOY) program provides up to 24 months of wrap around services to transitional aged youth, up to and including the age of 24 years, who are at-risk of or experiencing homelessness throughout San Diego County. This program includes deposit and rental subsidies, transitional housing, emergency shelter, workforce development, case management and referrals to other community-based organizations, services and support.

Identify which CA SPM(s) will be improved by Key Action 1 and how.

SPM Improvement Plan for Key Action 1

CA SPM	Specific description of how Key Action 1 will improve this CA SPM
CA SPM 1a	Assist unaccompanied youth up to age 24 who are experiencing homelessness find emergency, transitional and permanent housing pathways along with wrap around case management
CA SPM 3	Permanently housing youth up to age 24
CA SPM 5	The program continues after permanent housing placement to ensure stability and prevent returns to homelessness
CA SPM 1b	Assist unaccompanied youth up to age 24 who are experiencing homelessness find emergency, transitional and permanent housing pathways along with wrap around case management
CA SPM 7.1a	Assist unaccompanied youth up to age 24 who are experiencing homelessness find emergency, transitional and permanent housing pathways along with wrap around case management
CA SPM 7.1b	Assist unaccompanied youth up to age 24 who are experiencing homelessness find emergency, transitional and permanent housing pathways along with wrap around case management

Clear metric for how success of Key Action 1 will be measured

Tracking number of unaccompanied youth enrolled, temporarily and permanently housed, and youth who increase income.

Lead Entity for Key Action 1

San Diego County

Collaborating entity/ies for Key Action 1

YMCA of San Diego County, North County Lifeline, Urban Street Angels, San Diego Youth Services, Home Start, South Bay Community Services, The San Diego LGBT Community Center.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 1

Milestones for Key Action 1	Target dates for Key Action 1 milestones
Enroll a minimum of 100 youth per contract year	1/31/2028
Permanently house 50 youth per contract year	1/31/2028
50% of youth served obtain employment	1/31/2028

Target date for completing Key Action 1

1/31/2028

Funding Sources for Key Action 1

Funding Sources for Key Action 1

Funding source	Description of how the funding will contribute to the achievement of Key Action 1	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 1	Assist youth with permanent housing and service coordination	
HHAP 3	Assist youth with permanent housing and service coordination	
HHAP 4	Assist youth with permanent housing and service coordination	
HHAP 5	Assist youth with permanent housing and service coordination	

Identify which of the following equity improvement areas will be addressed by Key Action 1.

Equity Areas for Key Action 1

Equity area	Description of how Key Action 1 will address system performance disparities and ensure racial and gender equity in this area (choose one)
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at a minimum, or more)

Housing Placements	Within the San Diego Unified School District during the 2021-2022 school year, 70.9% of all self-reported homeless students were Hispanic/Latino while comprising 48.9% of enrolled students. Black students represent 4.1% of enrolled students however 7.8% of those students self-reported homelessness. Ethnicities of enrolled participants: Hispanic/Latino (37%), Black (25%) and White (17%).
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Key Action 2

Description

The Local Rental Subsidy Program (LRSP) provides a pathway to permanent housing through a Rapid Rehousing model. Street outreach identifies households experiencing homelessness in the unincorporated areas of the County and refers to the Regional Housing Assistance Program (RHAP) that temporarily shelters these households in hotels/motels and LRSP provides up to 24 months of rental assistance in permanent housing. The Housing Stability Case Management Team assists with housing navigation, landlord advocacy and housing case management after placement to ensure housing stability.

Identify which CA SPM(s) will be improved by Key Action 2 and how.

SPM Improvement Plan for Key Action 2

CA SPM	Specific description of how Key Action 2 will improve this CA SPM
CA SPM 1b	Assists those experiencing homelessness with up to 24-month rental subsidies into permanent housing
CA SPM 3	Assists individuals with obtaining permanent housing including housing navigation, rental subsidy and deposit assistance
CA SPM 4	Reduces length of time experiencing homelessness by assisting those in emergency housing and safe parking programs into permanent housing
CA SPM 5	This rental subsidy program is connected with housing stability case management to assist with reducing returns to homelessness
CA SPM 6	County outreach teams assist with connecting people experiencing homelessness with emergency shelter and those households are connected with rental subsidies leading to permanent housing

Clear metric for how success of Key Action 2 will be measured

of households referred to LRSP, # of households that obtain permanent housing, # of households who retain housing ninety (90) days after placement; # of households who retain housing one hundred twenty (120) days after placement; # of households who retain housing at one hundred eighty (180) days.

Lead Entity for Key Action 2

San Diego County

Collaborating entity/ies for Key Action 2

Alpha Project, Landlords, Hotel/Motel partnerships, County of San Diego HCDS-OHS direct services staff

Key Actions to Improve the Region's CA SPMs - Milestone

Dates for Key Action 2

Milestones for Key Action 2

Target dates for Key Action 2 milestones

Serve up to 126 households with a 24-month rental subsidy, while providing case management to stabilize housing.

8/31/2028

Target date for completing Key Action 2

8/31/2028

Funding Sources for Key Action 2

Funding Sources for Key Action 2

Funding source	Description of how the funding will contribute to the achievement of Key Action 2	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 1	assisting individuals experiencing homelessness with obtaining permanent housing	
HHAP 5	assisting individuals experiencing homelessness with obtaining permanent housing	
HHAP 6	assisting individuals experiencing homelessness with obtaining permanent housing	Rapid Rehousing/ Rental Subsidies

Identify which of the following equity improvement areas will be addressed by Key Action 2.

Equity Areas for Key Action 2

Equity area	Description of how Key Action 2 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	During the first round of funding for LRSP (referred to as LRSP 1.0), 16% of households served identify as Black or African American, which is three times the proportion of African Americans in the region and 2% identify as American Indian or Alaskan Native, which is nearly double the proportion in the region. Approximately 27% of households in the program were older adults. The goal is to increase participation of disproportionately impacted communities with this additional funding (LRSP 2.0).
Service Delivery	During the first round of funding for LRSP (referred to as LRSP 1.0), 16% of households served identify as Black or African American, which is three times the proportion of African Americans in the region and 2% identify as American Indian or Alaskan Native, which is nearly double the proportion in the region. Approximately 27% of households in the program were older adults. The goal is to increase participation of disproportionately impacted

communities with this additional funding (LRSP 2.0).

Key Action 3

Description

The Community Care Coordination Straight to Home (C3STH) program provides services to individuals exiting local jails who are at risk of or experiencing homelessness, and have high needs, including behavioral health needs, chronic physical health conditions, and/or who are medically complex. In alignment with HHAP Grant Round 2 requirements, the program utilizes 8% of the funding to serve young adults, ages 18-24. The Community Care Coordination (C3) framework was designed locally using evidence-based practices to reduce the cycle of incarceration and homelessness, and this program aligns with prior C3 efforts by reducing homelessness and justice system involvement for participants through up to one year of intensive care coordination, immediate housing placement, service navigation, peer support, and assistance with permanent housing placement.

Identify which CA SPM(s) will be improved by Key Action 3 and how.

SPM Improvement Plan for Key Action 3

CA SPM	Specific description of how Key Action 3 will improve this CA SPM
CA SPM 3	Assists with shelter, temporary and permanent housing placements for individuals exiting jails in the San Diego Region.
CA SPM 7.3	Assisting individuals exiting jails and prisons (justice involvement) with temporary and permanent housing solutions to avoid or solve homelessness
CA SPM 5	Prevents returns to homelessness by providing ongoing case management and housing stability services after placement.
CA SPM 7.5	Prevents returns to homelessness by providing ongoing case management and housing stability services after placement.

Clear metric for how success of Key Action 3 will be measured

The program enrolled 132 participants with 40 permanent housing placements. 70% of individuals did not recidivate to incarceration. 62% of participants were referred to behavioral health services, and 66% were referred to substance use disorder treatment. The County will continue to monitor progress for those enrolled

Lead Entity for Key Action 3

San Diego County

Collaborating entity/ies for Key Action 3

PATH, County Sheriff's Department, County Probation Department, County Office of the Public Defender

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 3

Milestones for Key Action 3	Target dates for Key Action 3 milestones
Program Concluded: The program enrolled 132 participants with 40 permanent housing placements. 70% of individuals did not recidivate to incarceration. 62% of participants were referred to behavioral health	1/14/2025

services, and 66% were referred to substance use disorder treatment.

Target date for completing Key Action 3
1/14/2025

Funding Sources for Key Action 3

Funding Sources for Key Action 3

Funding source	Description of how the funding will contribute to the achievement of Key Action 3	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 2	Assists individuals with justice involvement into temporary or permanent housing solutions	

Identify which of the following equity improvement areas will be addressed by Key Action 3.

Equity Areas for Key Action 3

Equity area	Description of how Key Action 3 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	Black Californians are 4 times more likely to be incarcerated than non-Latinx Whites. The Alternatives to Incarceration initiative works to identify alternatives to jail for low-level charges and behavioral health-driven crises, expand community-based services to prevent future incarceration, and promote positive interactions for those reentering the community from jail through transitional planning and connections to services. Justice involvement disproportionately affects males.
Service Delivery	Black Californians are 4 times more likely to be incarcerated than non-Latinx Whites. The Alternatives to Incarceration initiative works to identify alternatives to jail for low-level charges and behavioral health-driven crises, expand community-based services to prevent future incarceration, and promote positive interactions for those reentering the community from jail through transitional planning and connections to services. Justice involvement disproportionately affects males.

Key Action 4

Description

Pilot Shallow Rental Subsidy Program (SRSP) is a pilot program that improves housing stability for low-income, older adults who need immediate financial assistance to remain in their homes, by providing them with a time-limited shallow rental subsidy. SRSP served an initial 222 households with a \$500 monthly subsidy over a period of 18 months followed by 12 additional months. A second round of 160 households is being assisted with a \$500 monthly subsidy for 12 months. Participants also receive light case management services, including housing stability services in preparation for the end of the subsidies. Eligibility for this program includes households with a head of household that is 55 years of age or older, are very low income, and are severely rent-burdened. This program includes an internal study through the County's Office of Evaluation, Performance and Analytics.

Identify which CA SPM(s) will be improved by Key Action 4 and how.

SPM Improvement Plan for Key Action 4

CA SPM	Specific description of how Key Action 4 will improve this CA SPM
CA SPM 5	Assists individual's age 55 and over by providing a \$500 monthly payment to their landlord to prevent homelessness
CA SPM 7.5	Assists individual's age 55 and over by providing a \$500 monthly payment to their landlord to prevent homelessness

Clear metric for how success of Key Action 4 will be measured

of participants stably housed, # of enrolled participants that retain housing.

Lead Entity for Key Action 4

San Diego County

Collaborating entity/ies for Key Action 4

Equitable Social Solutions, County of San Diego HCDS-OHS direct services workers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 4

Milestones for Key Action 4	Target dates for Key Action 4 milestones
Reduce the risk of homelessness for older adults, increase housing stability for older adults.	1/14/2026

Target date for completing Key Action 4

1/14/2026

Funding Sources for Key Action 4

Funding Sources for Key Action 4

Funding source	Description of how the funding will contribute to the achievement of Key Action 4	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Federal American Rescue Plan Act	continuous payment of subsidies	
County General Purpose Revenue	continuous payment of subsidies and program support	
HHAP 3	continuous payment of subsidies and program support	

Identify which of the following equity improvement areas will be addressed by Key Action 4.

Equity Areas for Key Action 4

Equity area	Description of how Key Action 4 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Retention	According to the Regional Task Force on Homelessness, one in three people who experience unsheltered homelessness in the San Diego region are 55 or older. This is partially due to fixed incomes that do not meet their basic needs. Systemically, people of color may not earn as much as white counterparts and therefore may not receive Social Security, disability or pensions at a sustainable rate. Economic factors are the largest catalyst for the growing senior population in the homeless system of care.

Key Action 5

Description

The Community Harm Reduction Team (C-HRT) is a low-barrier emergency shelter program that provides street and site-based outreach services to engage adults 18 years of age and older, who experience chronic substance use and co-occurring conditions and are homeless, with the goal of placing households into permanent housing. It is anticipated to serve approximately 200 individuals per fiscal year.

Identify which CA SPM(s) will be improved by Key Action 5 and how.

SPM Improvement Plan for Key Action 5

CA SPM	Specific description of how Key Action 5 will improve this CA SPM
CA SPM 1a	Outreach teams will connect with individuals experiencing homelessness and connect them with short- and long-term treatment options and shelter.
CA SPM 1b	Outreach teams will connect with individuals experiencing homelessness and connect them with short- and long-term treatment options and shelter.
CA SPM 3	Clients are assisted with next steps including obtaining permanent housing after shelter.
CA SPM 6	Outreach teams will connect with individuals experiencing homelessness and connect them with short- and long-term treatment options and shelter.
CA SPM 7.6	Outreach teams will connect with individuals experiencing homelessness and have chronic substance use and connects them with short- and long-term treatment options and shelter.

Clear metric for how success of Key Action 5 will be measured

of individuals engaged in street outreach, # of individuals referred to shelter, # of individuals enrolled into SUD/BHS services, # of individuals who obtain permanent housing.

Lead Entity for Key Action 5

San Diego County

Collaborating entity/ies for Key Action 5

Alpha Project (designated shelter), Episcopal Community Services (designated Safe Haven), and San

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 5

Milestones for Key Action 5

Target dates for Key Action 5 milestones

Engage with people experiencing homelessness through street outreach, providing shelter and SUD treatment options, and providing ongoing case management. 6/30/2029

Target date for completing Key Action 5
6/30/2029

Funding Sources for Key Action 5

Funding Sources for Key Action 5

Funding source

Description of how the funding will contribute to the achievement of Key Action 5

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

HHAP 3

The continuous outreach and shelter will help reduce homelessness and permanently house individuals

HHAP 4

The continuous outreach and shelter will help reduce homelessness and permanently house individuals

Identify which of the following equity improvement areas will be addressed by Key Action 5.

Equity Areas for Key Action 5

Equity area

Description of how Key Action 5 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

Providing services to individuals who have chronic substance use and homelessness

Housing Placements

Assists individuals with various backgrounds regardless of race, gender, age to gain access to permanent housing, thus reducing both sheltered and unsheltered homelessness.

Key Action 6

Description

Community Harm Reduction Team Safe Haven (C-HRT) Save Haven is a 22-bed, 24-hour adult transitional residential program with supportive services for residents who are experiencing

homelessness and have substance use disorder (SUD) conditions and/or co-occurring mental health diagnoses.

Identify which CA SPM(s) will be improved by Key Action 6 and how.

SPM Improvement Plan for Key Action 6

CA SPM	Specific description of how Key Action 6 will improve this CA SPM
CA SPM 1b	Assists individuals with SUD into shelter and reduces unsheltered homelessness.
CA SPM 5	Reduces returns to homelessness once assisted with housing navigation and next steps in treatment plan.
CA SPM 7.5	Reduces returns to homelessness once assisted with housing navigation and next steps in treatment plan.
CA SPM 6	Outreach teams identify individuals who accept SUD treatment and shelter.

Clear metric for how success of Key Action 6 will be measured

of participants engaged, # of participants enrolled, # of participants in SUD and BHS services, # of participants in interim shelter, # of participants that exit to permanent housing.

Lead Entity for Key Action 6

San Diego County

Collaborating entity/ies for Key Action 6

Behavioral Health Services, City of San Diego, Episcopal Community Services, Family Health Centers of San Diego.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 6

Milestones for Key Action 6	Target dates for Key Action 6 milestones
Continuous enrollment of participants from street outreach efforts	6/30/2029
Ongoing enrollments and engagements with SUD and BHS services	6/30/2029
Enrollment in interim shelter program	6/30/2029

Target date for completing Key Action 6

6/30/2029

Funding Sources for Key Action 6

Funding Sources for Key Action 6

Funding source	Description of how the funding will contribute to the achievement of Key Action 6	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

HHAP 3

The continuous outreach and shelter will help reduce homelessness and permanently house individuals

HHAP 4

The continuous outreach and shelter will help reduce homelessness and permanently house individuals

Identify which of the following equity improvement areas will be addressed by Key Action 6.

Equity Areas for Key Action 6

Equity area

Description of how Key Action 6 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

This team focuses on individuals who are experiencing homelessness and mental illness, or substance use disorder. Although substance use disorder and serious mental illness are not exclusive to any one race or ethnicity nor are the exclusive to one gender, the overall racial disparities within the homeless population are stark. Black individuals are disproportionately likely to experience homelessness as well as American Indian and Pacific Islander individuals as well. Specialized, behavioral health outreach ensures that individuals have a pathway to services and shelter to end their homelessness. The program provides intensive recovery and detoxification beds, offers trauma informed care, and tailored recovery supports.

Housing Placements

This team focuses on individuals who are experiencing homelessness and mental illness, or substance use disorder. Although substance use disorder and serious mental illness are not exclusive to any one race or ethnicity nor are the exclusive to one gender, the overall racial disparities within the homeless population are stark. Black individuals are disproportionately likely to experience homelessness as well as American Indian and Pacific Islander individuals as well. Specialized, behavioral health outreach ensures that individuals have a pathway to services and shelter to end their homelessness. The program provides intensive recovery and detoxification beds, offers trauma informed care, and tailored recovery supports.

Key Action 7

Description

The Regional Homeless Assistance Program (RHAP) is an emergency housing program that supports people experiencing homelessness by placing them in non-congregate shelter through local participating hotels and motels. It is the primary emergency housing program that supports individuals and families in the unincorporated areas of the county and provides wraparound services with the goal of placing households into permanent housing. The program provides 250 rooms a night and serves approximately 430 participants annually.

Identify which CA SPM(s) will be improved by Key Action 7 and how.

SPM Improvement Plan for Key Action 7

CA SPM	Specific description of how Key Action 7 will improve this CA SPM
CA SPM 1a	Reduces homelessness in the unincorporated areas of the County
CA SPM 1b	Reduces unsheltered homelessness in the unincorporated areas of the County
CA SPM 3	The program aims to move households from emergency shelter to permanent housing
CA SPM 6	Outreach teams connect people experiencing homelessness with interim housing and long term follow up treatment and/or permanent housing
CA SPM 5	Assists families who move on to permanent housing with stability case management services to prevent returns to homelessness

Clear metric for how success of Key Action 7 will be measured

A minimum of 40% of households enrolled in the program shall successfully exit to a more stable housing option, 90% of participants that have been assessed as needing substance use disorder or mental health treatment shall be connected to services, 90% of participants shall be connected to a healthcare plan.

Lead Entity for Key Action 7

San Diego County

Collaborating entity/ies for Key Action 7

Equus Workforce Solutions

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 7

Milestones for Key Action 7	Target dates for Key Action 7 milestones
Enroll up to 250 households on any one night from the unincorporated areas of the County.	6/30/2029

Target date for completing Key Action 7

6/30/2029

Funding Sources for Key Action 7

Funding Sources for Key Action 7

Funding source	Description of how the funding will contribute to the achievement of Key Action 7	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 6	Funding will help shelter an additional 125 households	Motel/Hotel Vouchers
Federal American Rescue Plan Act	Shelters up to 250 households per night in the unincorporated areas of the County	

General Purpose Revenue

Shelters up to 250 households per night in the unincorporated areas of the County

Identify which of the following equity improvement areas will be addressed by Key Action 7.

Equity Areas for Key Action 7

Equity area	Description of how Key Action 7 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	RHAP serves vulnerable populations in the unincorporated areas of the County with emergency non-congregate shelter, specifically people experiencing homelessness in traditionally low-ranking Healthy Place Index (HPI) percentile census tracks 11% of households served identify as Black or African American which is double the proportion of African Americans in the region and just over 4% identify as American Indian or Alaskan Native, which is three times the proportion in the region. Approximately 29% of households in the program also identify as having a disability and 38% are older adults.
Service Delivery	RHAP serves vulnerable populations in the unincorporated areas of the County with emergency non-congregate shelter, specifically people experiencing homelessness in traditionally low-ranking Healthy Place Index (HPI) percentile census tracks 11% of households served identify as Black or African American which is double the proportion of African Americans in the region and just over 4% identify as American Indian or Alaskan Native, which is three times the proportion in the region. Approximately 29% of households in the program also identify as having a disability and 38% are older adults.

Key Action 8

Description

Housing Stability Case Management provides housing stability through case management; flexible funding supports and landlord engagement to stabilize housing for formerly unhoused individuals receiving a voucher from the Local Rental Subsidy Program (LRSP) for up to 24 months.

Identify which CA SPM(s) will be improved by Key Action 8 and how.

SPM Improvement Plan for Key Action 8

CA SPM	Specific description of how Key Action 8 will improve this CA SPM
CA SPM 5	Reduces returns to homelessness once permanently housed through the LRSP rental subsidy program.

Clear metric for how success of Key Action 8 will be measured

of households enrolled, # of households who retain stable housing and participate in ongoing case management at 90 days, 120 days and 180 days after obtaining permanent housing.

Lead Entity for Key Action 8

San Diego County

Collaborating entity/ies for Key Action 8

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 8

Milestones for Key Action 8

Target dates for Key Action 8 milestones

Serve up to 150 households for up to 24 months while receiving the Local Rental Subsidy voucher. Case Management is designed for housing retention and supportive services including landlord and housing authority relations and communications, as well as referrals and funding to support self-sufficiency for a smooth transition at the end of the 24-month rental assistance period.

8/31/2028

Target date for completing Key Action 8
8/31/2028

Funding Sources for Key Action 8

Funding Sources for Key Action 8

Funding source

Description of how the funding will contribute to the achievement of Key Action 8

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Federal American Rescue Plan Act

Reduces returns to homelessness by providing stability case management

HHAP 5

Reduces returns to homelessness by providing stability case management

HHAP 6

Reduces returns to homelessness by providing stability case management

Permanent Housing Services and Services Coordination

Identify which of the following equity improvement areas will be addressed by Key Action 8.

Equity Areas for Key Action 8

Equity area

Description of how Key Action 8 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Housing Retention

This program assists individuals who are referred to hotel/motel emergency housing in the unincorporated areas of the county who receive the LRSP 24-month rental subsidy. This case management ensures that after placement, households work through any issues to remain stably housed including budgeting, workforce development, problem solving, and resolutions strategies

Key Action 9

Description

The HomeKey Round 2 Funding included the San Diego Housing Commission, the County of San Diego, and PATH as co-applicants for one successful project. The property, PATH El Cerrito Phase 1, is operational today and has 41 fully occupied units. The County contributed funding to three additional Homekey properties: the Abbott Street project includes 13 units for individuals experiencing homelessness and is fully occupied; the Pacific Village project, a hotel conversion, hosts 63 units and is fully occupied; and the Presidio Palms project, a hotel conversion, that hosts 163 units. The County's Behavioral Health Services department supports the needs of residents in two Homekey Round 1 properties and will support all three Homekey Round 3 properties.

Identify which CA SPM(s) will be improved by Key Action 9 and how.

SPM Improvement Plan for Key Action 9

CA SPM	Specific description of how Key Action 9 will improve this CA SPM
CA SPM 3	Funding development of affordable housing for permanent housing solutions

Clear metric for how success of Key Action 9 will be measured

of units planned, # of projects fully funded, # of units completed, # of individuals permanently housed.

Lead Entity for Key Action 9

San Diego County

Collaborating entity/ies for Key Action 9

City of San Diego, San Diego Housing Commission, PATH, County of San Diego Behavioral Health Services

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 9

Milestones for Key Action 9	Target dates for Key Action 9 milestones
Complete the site build, obtain certificate of occupancy obtained, move individuals into the units (ongoing)	6/30/2029

Target date for completing Key Action 9

6/30/2029

Funding Sources for Key Action 9

Funding Sources for Key Action 9

Funding source	Description of how the funding will contribute to the achievement of Key Action 9	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
The Homekey Program	Development of affordable permanent housing units	

The No Place Like Home Program	Development of affordable permanent housing units
Behavioral Health Innovative Trust Fund	Development of affordable permanent housing units
Federal American Rescue Plan Act	Development of affordable permanent housing units

Identify which of the following equity improvement areas will be addressed by Key Action 9.

Equity Areas for Key Action 9

Equity area	Description of how Key Action 9 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	<p>These units combine stable, affordable housing units with behavioral health services and other community partner collaborations. Homekey funded units ensure that individuals who are experiencing homelessness can spend months, if not years awaiting a supportive housing unit match through the Coordinated Entry System (CES), are connected to housing that meets their needs with services on site helps with housing retention. The CES system is built to prioritize those with the highest needs and matches clients to units as they become available. People experiencing homelessness are often disproportionately BIPOC and often have barriers to accessing affordable housing.</p> <p>Homekey Round 2 the San Diego Housing Commission, County, and PATH were co-applicants for one successful application. The property, PATH El Cerrito Phase 1, is operational today. The County was not an applicant in the Homekey Round 3 cycle. The County's BHS department supports two Homekey Round one sites and will support all three Homekey Round 3 properties. No Homekey funds flow through the County.</p>

Key Action 10

Description

Innovative Housing Trust Fund (IHTF) supports affordable housing production for low-income individuals and families. Units must be restricted at no more than 80% AMI. Most units are restricted at no more than 60% AMI. Units are not required to be filled through the Coordinated Entry System (CES) however individuals who live below the Area Median Income are at risk of homelessness.

Identify which CA SPM(s) will be improved by Key Action 10 and how.

SPM Improvement Plan for Key Action 10

CA SPM	Specific description of how Key Action 10 will improve this CA SPM
CA SPM 3	Development of permanent housing units
CA SPM 5	Reduction of returns to homelessness by offering affordable units

Clear metric for how success of Key Action 10 will be measured

of completed units

Lead Entity for Key Action 10

San Diego County

Collaborating entity/ies for Key Action 10

Low Income Housing Developers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 10

Milestones for Key Action 10

Target dates for Key Action 10 milestones

Complete development of units; 21 completed developments (1565 units), 8 developments under construction (778 units), 7 developments pending remaining financing (711 units). ongoing developments

6/30/2029

Target date for completing Key Action 10

6/30/2029

Funding Sources for Key Action 10

Funding Sources for Key Action 10

Funding source

Description of how the funding will contribute to the achievement of Key Action 10

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

General Purpose Revenue

Development of affordable units

Identify which of the following equity improvement areas will be addressed by Key Action 10.

Equity Areas for Key Action 10

Equity area

Description of how Key Action 10 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Housing Placements

Affordable housing units help support individuals who may not otherwise be able to afford rapidly rising housing costs. People who meet the eligibility criteria for low-income units are disproportionately people of color. These programs ensure equitable access to permanent housing units.

Housing Retention

Affordable housing units help support individuals who may not otherwise be able to afford rapidly rising housing costs. People who meet the eligibility criteria for low-income units are disproportionately people of color. These programs ensure equitable access to permanent housing units.

Key Action 11

Description

California Emergency Solutions Grants (ESG)-Interfaith Community Services (ICS)- This program

provides emergency shelter to individuals experiencing homelessness. The program provides a minimum of 120 shelter bed nights per year through 6/30/2026.

Identify which CA SPM(s) will be improved by Key Action 11 and how.

SPM Improvement Plan for Key Action 11

CA SPM	Specific description of how Key Action 11 will improve this CA SPM
CA SPM 1a	Emergency shelter for people experiencing homelessness. Will reduce the # of people experiencing homelessness
CA SPM 1b	Emergency shelter for people experiencing homelessness. Will reduce the # of people experiencing homelessness
CA SPM 3	Assist sheltered individuals with obtaining permanent housing

Clear metric for how success of Key Action 11 will be measured

: # of participants served in shelter, # of participants linked with resources including stable housing.

Lead Entity for Key Action 11

San Diego County

Collaborating entity/ies for Key Action 11

Interfaith Community Services (ICS)

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 11

Milestones for Key Action 11	Target dates for Key Action 11 milestones
Maintain emergency shelter and serve a minimum of 120 people through 6/30/2026.	6/30/2026

Target date for completing Key Action 11

6/30/2026

Funding Sources for Key Action 11

Funding Sources for Key Action 11

Funding source	Description of how the funding will contribute to the achievement of Key Action 11	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
The California Emergency Solutions Grants Program	Reduction in sheltered/unsheltered homelessness and connections to permanent housing	

Identify which of the following equity improvement areas will be addressed by Key Action 11.

Equity Areas for Key Action 11

Equity area	Description of how Key Action 11 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Black individuals in the San Diego region experiencing unsheltered homelessness account for 15% of the according to the 2024 Point in Time Count. This is a disparity based on the overall Black population of Black San Diegans is only 5% overall. This shelter program provides more stable housing for individuals experiencing unsheltered homelessness and a pathway to entry into the Coordinated Entry System (CES), referrals to community-based services and a pathway to permanent housing.
Housing Placements	Black individuals in the San Diego region experiencing unsheltered homelessness account for 15% of the according to the 2024 Point in Time Count. This is a disparity based on the overall Black population of Black San Diegans is only 5% overall. This shelter program provides more stable housing for individuals experiencing unsheltered homelessness and a pathway to entry into the Coordinated Entry System (CES), referrals to community-based services and a pathway to permanent housing.

Key Action 12

Description

California Emergency Solutions Grants (ESG) - Interfaith Community Services (ICS)- This program provides rapid rehousing rental subsidies for people who are experiencing homelessness. The program serves 30 households per year and runs through 6/30/2026.

Identify which CA SPM(s) will be improved by Key Action 12 and how.

SPM Improvement Plan for Key Action 12

CA SPM	Specific description of how Key Action 12 will improve this CA SPM
CA SPM 1a	Reducing the # of individuals who are experiencing homelessness
CA SPM 1b	Reducing the # of individuals who are experiencing unsheltered homelessness
CA SPM 5	Reduces households that return to homelessness by providing permanent housing subsidies
CA SPM 3	Increases exits to permanent housing placements

Clear metric for how success of Key Action 12 will be measured

of participants enrolled, # of participants permanently housed, retention data on permanently housed individuals.

Lead Entity for Key Action 12

San Diego County

Collaborating entity/ies for Key Action 12

Interfaith Community Services (ICS)

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 12

Milestones for Key Action 12

Target dates for Key Action 12 milestones

Provide housing navigation and case management for people experiencing homelessness through 6/30/2026.

6/30/2026

Target date for completing Key Action 12

6/30/2026

Funding Sources for Key Action 12

Funding Sources for Key Action 12

Funding source	Description of how the funding will contribute to the achievement of Key Action 12	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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The California Emergency Solutions Grants Program

Provides permanent housing subsidies

Identify which of the following equity improvement areas will be addressed by Key Action 12.

Equity Areas for Key Action 12

Equity area	Description of how Key Action 12 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Housing Placements

Black individuals in the San Diego region experiencing unsheltered homelessness account for 15% of the according to the 2024 Point in Time Count. This is a disparity based on the overall Black population of Black San Diegans is only 5% overall. This program offers households assistance to gain access to a permanent housing unit along with housing navigation and landlord advocacy. Housing stability case management is included.

Housing Retention

This program offers households assistance in gaining access to a permanent housing unit. Housing stability case management is included to prevent returns to homelessness.

Service Delivery

Black individuals in the San Diego region experiencing unsheltered homelessness account for 15% of the according to the 2024 Point in Time Count. This is a disparity based on the overall Black population of Black San Diegans is only 5% overall. This program offers households assistance to gain access to a permanent housing unit along with housing navigation and landlord advocacy. Housing stability case management is included.

Key Action 13

Description

California Emergency Solutions Grants (ESG) - County of San Diego Housing Authority Rapid Rehousing Program-This program provides Rapid Rehousing rental subsidies for Veterans Affairs Supportive Housing vouchers who are experiencing homelessness.

Identify which CA SPM(s) will be improved by Key Action 13 and how.

SPM Improvement Plan for Key Action 13

CA SPM	Specific description of how Key Action 13 will improve this CA SPM
CA SPM 1a	Reduces homelessness by providing permanent housing subsidies
CA SPM 1b	Reduces unsheltered homelessness by providing permanent housing subsidies
CA SPM 7.1a	Reduces homelessness by providing permanent housing subsidies for veterans
CA SPM 7.1b	Reduces homelessness by providing permanent housing subsidies for veterans
CA SPM 3	Provides rental subsidies for permanent housing
CA SPM 7.3	Provides rental subsidies for permanent housing for veterans
CA SPM 5	Prevents returns to homelessness with case management and stability support services
CA SPM 7.5	Prevents returns to homelessness with case management and stability support services for veterans

Clear metric for how success of Key Action 13 will be measured

of participants served in shelter, # of participants linked with resources including stable housing.

Lead Entity for Key Action 13

San Diego County

Collaborating entity/ies for Key Action 13

Veterans Administration, Local landlords

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 13

Milestones for Key Action 13	Target dates for Key Action 13 milestones
Provide services for a minimum of 30 households per year.	6/30/2026

Target date for completing Key Action 13

6/30/2026

Funding Sources for Key Action 13

Funding Sources for Key Action 13

Funding source	Description of how the funding	For HHAP 6-funded Key
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will contribute to the achievement of Key Action 13

Actions only: Eligible use category to fund this Key Action.

The California Emergency Solutions Grants Program

Permanent housing subsidies for veteran, reduces homelessness and prevents returns to homelessness

Identify which of the following equity improvement areas will be addressed by Key Action 13.

Equity Areas for Key Action 13

Equity area	Description of how Key Action 13 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Housing Placements	Veterans who are experiencing homelessness are referred to services including Veterans Administration (VA) housing benefits. Veterans experiencing homelessness are disproportionately male and may have underlying health and behavioral health needs. This program provides deposit assistance and partial rental assistance. Long-term housing stability case management is also provided in partnership with the VA.
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Service Delivery	Veterans who are experiencing homelessness are referred to services including Veterans Administration (VA) housing benefits. Veterans experiencing homelessness are disproportionately male and may have underlying health and behavioral health needs. This program provides deposit assistance and partial rental assistance. Long-term housing stability case management is also provided in partnership with the VA.
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Key Action 14

Description

Federal Emergency Solutions Grants (ESG) - Interfaith Shelter Network (ISN)- This program provides emergency rotational shelter for individuals/households at risk of or experiencing homelessness within the Urban County. This program runs from January-April annually with a collaboration of faith-based providers in different regions of the County.

Identify which CA SPM(s) will be improved by Key Action 14 and how.

SPM Improvement Plan for Key Action 14

CA SPM	Specific description of how Key Action 14 will improve this CA SPM
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CA SPM 1a	Reduction in homelessness by providing shelter beds
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CA SPM 1b	Reduction in unsheltered homelessness by providing shelter beds
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CA SPM 3	Assistance with permanent housing navigation
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CA SPM 5	Reduces returns to homelessness with ongoing case management
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Clear metric for how success of Key Action 14 will be measured

of individuals served in shelter, # of individuals that maintain income, # of individuals that obtain housing, # of bed nights provided.

Lead Entity for Key Action 14

San Diego County

Collaborating entity/ies for Key Action 14

Interfaith Shelter Network (ISN)

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 14

Milestones for Key Action 14	Target dates for Key Action 14 milestones
Provide shelter for a minimum of 110 individuals.	6/30/2026

Target date for completing Key Action 14

6/30/2026

Funding Sources for Key Action 14

Funding Sources for Key Action 14

Funding source	Description of how the funding will contribute to the achievement of Key Action 14	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Federal Emergency Solutions Grants	Shelter beds reduce the overall rates of people experiencing homelessness in the County	

Identify which of the following equity improvement areas will be addressed by Key Action 14.

Equity Areas for Key Action 14

Equity area	Description of how Key Action 14 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Offering shelter to people experiencing homelessness
Housing Placements	Offering housing navigation and service coordination to help sheltered individuals find permanent housing

Key Action 15

Description

Federal Emergency Solutions Grants (ESG) - Townspeople Program- This program provides access to rapid rehousing subsidies for permanent housing for people who are at risk of or experiencing homelessness in the Urban County. The program is designed to assist those with low income who cannot afford rent on their own within the County and are interested in shared housing. Splitting the rent with

another individual provides stronger housing affordability and retention.

Identify which CA SPM(s) will be improved by Key Action 15 and how.

SPM Improvement Plan for Key Action 15

CA SPM	Specific description of how Key Action 15 will improve this CA SPM
CA SPM 1a	Reduces number of individuals experiencing homelessness
CA SPM 1b	Reduces number of individuals experiencing unsheltered homelessness
CA SPM 3	increases successful exits by connecting individuals with shared, permanent housing
CA SPM 5	Reduces returns to homelessness by ensuring ongoing stability case management once placed in permanent housing

Clear metric for how success of Key Action 15 will be measured

of individuals referred, # of individuals enrolled, # of individuals that obtain permanent, affordable housing.

Lead Entity for Key Action 15

San Diego County

Collaborating entity/ies for Key Action 15

Townpeople

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 15

Milestones for Key Action 15	Target dates for Key Action 15 milestones
A minimum of 20 households exits to permanent housing.	6/30/2027

Target date for completing Key Action 15

6/30/2027

Funding Sources for Key Action 15

Funding Sources for Key Action 15

Funding source	Description of how the funding will contribute to the achievement of Key Action 15	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Federal Emergency Solutions Grant Program	Permanently housing individuals	

Identify which of the following equity improvement areas will be addressed by Key Action 15.

Equity Areas for Key Action 15

Equity area	Description of how Key Action 15 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	Assists with permanent housing navigation and placements in shared units. Often people of color within the homeless system of care have low incomes, increasing the disparities in access to safe housing options. Shared housing helps alleviate the burden of high rent throughout the San Diego region

Key Action 16

Description

Alternatives to Incarceration Program (ATI) provides up to 12 months of comprehensive care coordination, service navigation, peer support, and housing-related assistance to individuals who have interacted with the justice system, or are at risk of justice system involvement, are at risk of or experiencing homelessness and are identified by justice partners, and other referral pathways. Referrals to housing, substance use disorder and behavioral health treatment.

Identify which CA SPM(s) will be improved by Key Action 16 and how.

SPM Improvement Plan for Key Action 16

CA SPM	Specific description of how Key Action 16 will improve this CA SPM
CA SPM 3	Assists with housing navigation
CA SPM 5	Prevents returns to homelessness with wrap around stability services
CA SPM 7.3	Assists those with mental health and substance use disorder in obtaining permanent housing
CA SPM 7.5	Prevents returns to homelessness with wrap around stability services for those with mental health/substance use disorder/co-occurring disorders.

Clear metric for how success of Key Action 16 will be measured

As of the end of April 2025, 54% of participants who needed and agreed to housing were temporarily housed. Ongoing metrics monitored include, # of individuals enrolled, # of individuals housed, # of individuals enrolled in treatment services

Lead Entity for Key Action 16

San Diego County

Collaborating entity/ies for Key Action 16

Union of Pan Asian Communities (UPAC), City Attorney, County Sheriff's Department, County Probation Department, County District Attorney, County Office of the Public Defender.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 16

Milestones for Key Action 16	Target dates for Key Action 16 milestones
90% of enrolled participants housed on day of enrollment, 50% of	7/31/2029

enrolled participants obtain permanent housing within 12 months of enrollment, 50% of enrolled participants experience increased community time as measured by an increase in the number of days lived out of custody and in the community during their participation in the program. Number of days lived out of custody and in the community will be compared with the 12 months prior to enrollment in the program.

Target date for completing Key Action 16

7/31/2029

Funding Sources for Key Action 16

Funding Sources for Key Action 16

Funding source	Description of how the funding will contribute to the achievement of Key Action 16	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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San Diego County's 2011, Community Corrections Subaccount	Assistance with treatment and referrals to community based organizations with a focus on housing placement and stability	
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Identify which of the following equity improvement areas will be addressed by Key Action 16.

Equity Areas for Key Action 16

Equity area	Description of how Key Action 16 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Housing Placements	Black Californians are 4 times more likely to be incarcerated than non-Latinx Whites. The Alternatives to Incarceration initiative works to identify alternatives to jail for low-level charges and behavioral health-driven crises, expand community-based services to prevent future incarceration, and promote positive interactions for those reentering the community from jail through transitional planning and connections to services. Current ethnicities of enrolled participants: White (37%), Hispanic/Latino (34%) and Black (18%).
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Service Delivery	Black Californians are 4 times more likely to be incarcerated than non-Latinx Whites. The Alternatives to Incarceration initiative works to identify alternatives to jail for low-level charges and behavioral health-driven crises, expand community-based services to prevent future incarceration, and promote positive interactions for those reentering the community from jail through transitional planning and connections to services. Current ethnicities of enrolled participants: White (37%), Hispanic/Latino (34%) and Black (18%).
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Key Action 17

Description

Community Care Coordination Re-Entry Support (C3RES) program provides comprehensive care

coordination, service navigation, peer support, housing and housing related assistance to people who are at risk of or experiencing homelessness and are justice involved, including those impacted by Proposition 47. Linkages to long term medical, behavioral health, and substance use disorder treatment are tracked along with case management services to ensure stability in housing placement.

Identify which CA SPM(s) will be improved by Key Action 17 and how.

SPM Improvement Plan for Key Action 17

CA SPM	Specific description of how Key Action 17 will improve this CA SPM
CA SPM 3	Permanent housing for individuals
CA SPM 7.3	Permanent housing for justice involved individuals and those with mental health and/or substance use disorders.
CA SPM 5	Housing stability case management once housed to ensure individuals maintain housing
CA SPM 7.5	Housing stability services paired with ongoing treatment to prevent falling back into sheltered/unsheltered homelessness.
CA SPM 1a	Prevents homelessness once leaving institutions.
CA SPM 1b	Prevents potential unsheltered homelessness when exiting institutions

Clear metric for how success of Key Action 17 will be measured

As of the end of April 2025, 98% of enrolled individuals were immediately housed after release from incarceration, 85% experienced reduced justice involvement, and 78% were connected to substance use disorder and/or mental health treatment if needed.

Lead Entity for Key Action 17

San Diego County

Collaborating entity/ies for Key Action 17

PATH, County Sheriff's Department, County Probation Dept, County Office of the Public Defender.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 17

Milestones for Key Action 17	Target dates for Key Action 17 milestones
90% of enrolled individuals with housing needs are placed in housing the day released from jail, 50% of enrolled individuals experience reduced justice involvement, 75% are connected to substance use disorder and mental health treatment and/or primary care provider as needed.	1/31/2028

Target date for completing Key Action 17

1/31/2028

Funding Sources for Key Action 17

Funding Sources for Key Action 17

Funding source	Description of how the funding will contribute to the achievement of Key Action 17	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Proposition 47 funding	Helps reduce homelessness and permanently house justice involved individuals	
San Diego County's 2011 Realignment, Chapter 15, Community Corrections Subaccount	Helps reduce homelessness and permanently house justice involved individuals	

Identify which of the following equity improvement areas will be addressed by Key Action 17.

Equity Areas for Key Action 17

Equity area	Description of how Key Action 17 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	Black Californians are 4 times more likely to be incarcerated than non-Latinx Whites. People of color face incarceration rates much higher than Whites throughout the country. The County ensures equal access to enrollment and outcomes of those enrolled by ongoing tracking of demographic data to ensure equity. Ethnicities of the currently enrolled participants: White (41%), Black (26%) and Hispanic/Latino (25%).
Service Delivery	Black Californians are 4 times more likely to be incarcerated than non-Latinx Whites. People of color face incarceration rates much higher than Whites throughout the country. The County ensures equal access to enrollment and outcomes of those enrolled by ongoing tracking of demographic data to ensure equity. Ethnicities of the currently enrolled participants: White (41%), Black (26%) and Hispanic/Latino (25%).

Key Action 18

Description

Housing Disability Advocacy Program (HDAP) & Whole Person Wellness provides housing support services, disability benefit application assistance, and legal advocacy to people who are likely eligible for disability benefits and are at risk of or experiencing homelessness. Program components include outreach, disability benefits advocacy, case management, and housing assistance. Program participants are provided with housing-related support and case management services during their disability benefit determination and/or appeals process.

Identify which CA SPM(s) will be improved by Key Action 18 and how.

SPM Improvement Plan for Key Action 18

CA SPM	Specific description of how Key Action 18 will improve this CA SPM
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CA SPM 1a	Reduces homelessness for people with disabilities
CA SPM 1b	Reduces unsheltered homelessness for people with disabilities
CA SPM 3	Assists with permanent housing placements
CA SPM 6	Outreach staff can refer clients to the program and help gain access to benefits and permanent housing exits

Clear metric for how success of Key Action 18 will be measured

New contract established; # of participants, # of permanent housing placements.

Lead Entity for Key Action 18

San Diego County

Collaborating entity/ies for Key Action 18

Equitable Social Solutions, Legal Aid Society of San Diego, County Self-Sufficiency Services. A new contract with a collaborating entity for homeless housing and support services is expected in Spring 2026.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 18

Milestones for Key Action 18	Target dates for Key Action 18 milestones
Procure a new contract	4/1/2026
Implementation of new program	7/1/2025
Ongoing referrals and services to clients	6/30/2029

Target date for completing Key Action 18

6/30/2029

Funding Sources for Key Action 18

Funding Sources for Key Action 18

Funding source	Description of how the funding will contribute to the achievement of Key Action 18	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
State of California Housing and Disability Advocacy Program and Whole Person Care	Continue to provide services for individuals with disabilities and assist with permanently housing exits	

Identify which of the following equity improvement areas will be addressed by Key Action 18.

Equity Areas for Key Action 18

Equity area

Description of how Key Action 18 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Housing Placements

Securing a new contract for these services will provide needed housing-related supports to people who are disproportionately represented by equity-seeking groups, including disabled individuals, justice-involved individuals, and Black, Indigenous, and People of Color (BIPOC). In general, the incidence of Black, Native Americans and other persons of color experiencing homelessness mirrors the disparities found at the broader community levels. These groups are over-represented in homelessness when compared to their proportion in the general community.

Key Action 19

Description

Diversion Program-The Diversion Program uses an evidence-based, common-sense strategy that empowers individuals experiencing homelessness to identify immediate alternate housing arrangements within their own networks, and connections to short-term services and resources. The goal of this program is to create effective diversion strategies that can prevent these individuals from having a shelter stay, night in their vehicle or unsheltered homelessness and transition into a housed situation with resources to avoid the trauma of experiencing homelessness and/or entering the overburdened shelter and homeless services system. The program aims to serve 220 individuals through December 2025.

Identify which CA SPM(s) will be improved by Key Action 19 and how.

SPM Improvement Plan for Key Action 19

CA SPM	Specific description of how Key Action 19 will improve this CA SPM
CA SPM 1b	Reduces unsheltered homelessness by preventing street homelessness
CA SPM 1a	Reduces homelessness
CA SPM 2	Reduces inflow to the system of care by preventing first time homelessness

Clear metric for how success of Key Action 19 will be measured

of households served, # of households that retain housing at one year after placement, # of households exited to permanent housing.

Lead Entity for Key Action 19

San Diego County

Collaborating entity/ies for Key Action 19

Continuum of Care (CoC)-Regional Task Force on Homelessness, local homeless services providers across the county.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 19

Milestones for Key Action 19	Target dates for Key Action 19 milestones
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Serve and divert 220 households from the Coordinated Entry System by 12/23/2025
12/23/2025

Conduct 2 six-hour trainings that include conflict resolution, active listening, strengths-based approaches to staff within the Continuum of Care who are providing diversion services across the county by 12/23/2025.

Target date for completing Key Action 19
12/23/2025

Funding Sources for Key Action 19

Funding Sources for Key Action 19

Funding source	Description of how the funding will contribute to the achievement of Key Action 19	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
County General Purpose Revenue	Divert individuals/households from CES and instead focus on resolution to homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 19.

Equity Areas for Key Action 19

Equity area	Description of how Key Action 19 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Retention	This program aims to serve those that are facing eviction in a formal or informal housing situation to avoid becoming unsheltered. Communities of color, particularly neighborhoods with a higher share of Black and Hispanic populations, tend to experience high eviction rates in comparison to other areas in the city. In San Diego, the Hispanic community is concentrated in the South and Southeastern regions of the city, areas where eviction rates are disproportionately high. Central and Southeastern San Diego, where the share of Black residents is relatively high, also exhibit disproportionately elevated rates of eviction cases. Working within those areas, homeless service providers who are contracted through the CoC can prevent evictions.

Key Action 20

Description

Encampment Resolution Fund (ERF)- San Diego Riverbed Project-Implement and administer emergency and permanent housing solutions for homeless individuals and adult households residing in designated encampment within the San Diego Riverbed. ERF funding supports outreach, case management, rental subsidies, and housing navigation services. with the goal of engaging 300 individuals experiencing homelessness in the San Diego Riverbed encampments, providing 200 individuals with interim emergency housing and moving approximately 168 people into permanent or long-term housing. In FY 23-24, 53 clients were provided with emergency housing, and 128 clients were served.

Identify which CA SPM(s) will be improved by Key Action 20 and how.

SPM Improvement Plan for Key Action 20

CA SPM	Specific description of how Key Action 20 will improve this CA SPM
CA SPM 1b	Outreach to individuals experiencing unsheltered homelessness and assistance into emergency hotel/motel stays and housing navigation and case management to obtain permanent housing with rental subsidies and deposit assistance.
CA SPM 3	Permanently houses those who were experiencing unsheltered homelessness in encampments
CA SPM 4	Reduces the length of time that individuals are unsheltered by providing emergency hotel/motel stays
CA SPM 6	Completes the street outreach to successful placements program

Clear metric for how success of Key Action 20 will be measured

Number of individuals engaged in the encampment area, Number of individuals housed in interim shelter, Number of individuals permanently housed, closed encampment sites.

Lead Entity for Key Action 20

San Diego County

Collaborating entity/ies for Key Action 20

City of San Diego, City of Santee, County Department of Public Works, County Department of General Services, PATH, San Diego River Park Foundation, Strive Governmental Services, Caltrans

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 20

Milestones for Key Action 20	Target dates for Key Action 20 milestones
Engage 300 individuals in the encampment area	6/14/2027
Provide interim housing for 200 individuals	6/14/2027
Provide permanent housing for 168 individuals.	6/14/2027

Target date for completing Key Action 20

6/14/2027

Funding Sources for Key Action 20

Funding Sources for Key Action 20

Funding source	Description of how the funding will contribute to the achievement of Key Action 20	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Encampment Resolution Fund
2R

Clearing encampments and housing individuals reduces overall rates of unsheltered homelessness and provides successful permanent housing placements

Identify which of the following equity improvement areas will be addressed by Key Action 20.

Equity Areas for Key Action 20

Equity area	Description of how Key Action 20 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	The San Diego Riverbed Encampment Resolution (ERF) program advances equity in service delivery by proactively engaging vulnerable populations who are often chronically homeless (homeless for at least a year or repeatedly while living with a disabling condition such as a serious mental illness, substance use disorder, or physical disability) and underserved by traditional systems. By meeting individuals where they are, ERF provides culturally responsive, person-centered support that reduces barriers to care and housing. This approach ensures equitable access to emergency and permanent housing, as well as to critical stabilization and supportive services for people experiencing unsheltered homelessness.
Service Delivery	The San Diego Riverbed Encampment Resolution (ERF) program advances equity in service delivery by proactively engaging vulnerable populations who are often chronically homeless (homeless for at least a year or repeatedly while living with a disabling condition such as a serious mental illness, substance use disorder, or physical disability) and underserved by traditional systems. By meeting individuals where they are, ERF provides culturally responsive, person-centered support that reduces barriers to care and housing. This approach ensures equitable access to emergency and permanent housing, as well as to critical stabilization and supportive services for people experiencing unsheltered homelessness.

Key Action 21

Description

Encampment Resolution Funding (ERF) - Plaza Bonita- Implement and administer emergency and permanent housing solutions for homeless individuals and adult households residing in designated encampments within the Plaza Bonita area. ERF supports outreach, case management, rental subsidies, and housing navigation services with a goal of serving 75 individuals experiencing homelessness in the Plaza Bonita encampment area, providing 50 individuals with emergency housing and assisting 45 individuals into permanent housing. In FY 23-24, 42 clients were provided emergency housing, and 72 clients were served

Identify which CA SPM(s) will be improved by Key Action 21 and how.

SPM Improvement Plan for Key Action 21

CA SPM	Specific description of how Key Action 21 will improve this CA SPM
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CA SPM 1b	Reduces unsheltered homelessness in the encampment area by offering emergency hotel/motel stay
CA SPM 3	Housing navigation, case management and exits to permanent housing with rental subsidy
CA SPM 4	Reduces length of time experiencing homelessness for those in the encampment
CA SPM 5	By providing up to 24 months of rental subsidy and ongoing housing stability case management, reduction in returns to homelessness

Clear metric for how success of Key Action 21 will be measured

of individuals engaged, # of individuals in interim housing, # of individuals permanently housed, Encampment closure

Lead Entity for Key Action 21

San Diego County

Collaborating entity/ies for Key Action 21

City of National City, County Parks and Recreation, Strive Governmental Services, Caltrans

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 21

Milestones for Key Action 21	Target dates for Key Action 21 milestones
Engage 75 individuals experiencing homelessness in the encampment area	9/12/2026
provide 50 individuals with interim emergency	9/12/2026
provide permanent housing for 45 individuals.	9/12/2026

Target date for completing Key Action 21

9/12/2026

Funding Sources for Key Action 21

Funding Sources for Key Action 21

Funding source	Description of how the funding will contribute to the achievement of Key Action 21	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Encampment Resolution Fund 3L	Outreach teams engage with people experiencing unsheltered homelessness in the encampment area and are provided emergency shelter and other resources and ultimately permanently housed with rental	

subsidies

Identify which of the following equity improvement areas will be addressed by Key Action 21.

Equity Areas for Key Action 21

Equity area	Description of how Key Action 21 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	The Plaza Bonita Encampment Resolution (ERF) program advances equity in service delivery by proactively engaging vulnerable populations who are often chronically homeless (homeless for at least a year or repeatedly while living with a disabling condition such as a serious mental illness, substance use disorder, or physical disability) and underserved by traditional systems. By meeting individuals where they are, ERF provides culturally responsive, person-centered support that reduces barriers to care and housing. This approach ensures equitable access to emergency and permanent housing, as well as to critical stabilization and supportive services for people experiencing unsheltered homelessness.
Service Delivery	The Plaza Bonita Encampment Resolution (ERF) program advances equity in service delivery by proactively engaging vulnerable populations who are often chronically homeless (homeless for at least a year or repeatedly while living with a disabling condition such as a serious mental illness, substance use disorder, or physical disability) and underserved by traditional systems. By meeting individuals where they are, ERF provides culturally responsive, person-centered support that reduces barriers to care and housing. This approach ensures equitable access to emergency and permanent housing, as well as to critical stabilization and supportive services for people experiencing unsheltered homelessness.

Key Action 22

Description

Enhanced and New Access to Innovative Housing and Services Approaches for Vulnerable Populations Experiencing Homelessness Including Affirming Resources for People Identifying as LGBTQ+- This program is contracted to provide services to the LGBTQ+ population through local trusted providers. Specialized housing resources and wrap around services for LGBTQ+ population, adults with HIV/AIDS, Adults fleeing domestic violence, Unaccompanied Youth, and individuals with significant mental illness or substance use disorder

Identify which CA SPM(s) will be improved by Key Action 22 and how.

SPM Improvement Plan for Key Action 22

CA SPM	Specific description of how Key Action 22 will improve this CA SPM
CA SPM 1a	Reduces homelessness by offering shelter or housing navigation
CA SPM 1b	Reduces unsheltered homelessness by offering shelter or housing navigation
CA SPM 3	Assist with housing deposits and rental subsidy

CA SPM 5 Prevents returns to homelessness by offering post housing stability services after exit to permanent housing

Clear metric for how success of Key Action 22 will be measured

of enrolled participants, # of participants permanently housed.

Lead Entity for Key Action 22

San Diego County

Collaborating entity/ies for Key Action 22

San Diego LGBT Community Center, Family Health Centers, Townspeople, North County LGBT Center, Community Based referral partners, Public Health, County Behavioral Health Services, landlords

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 22

Milestones for Key Action 22	Target dates for Key Action 22 milestones
95% of enrolled participants have a Housing Plan within 10 days of enrollment 50% of enrolled participants are provided with post housing stability services.	6/30/2026
95% of enrolled participants receive housing navigation services	6/30/2026
50% of enrolled participants are provided with post housing stability services.	6/30/2026

Target date for completing Key Action 22

6/30/2026

Funding Sources for Key Action 22

Funding Sources for Key Action 22

Funding source	Description of how the funding will contribute to the achievement of Key Action 22	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Federal American Rescue Plan Act	Provides housing for members of the LGBTQ+ community preventing homelessness and offers stability services to prevent returns to homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 22.

Equity Areas for Key Action 22

Equity area	Description of how Key Action 22 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery LGBTQ+ students and students of color are disproportionately more likely to be homeless than their peers. 28% of LGBTQ+ adults living in the United States report experiencing homelessness at some point in their lives compared to 14% of the general population. 44% of Native/Indigenous LGBTQ youth report experiencing homelessness at some point in their lives. Homelessness and housing instability were reported at higher rates among transgender and non-binary youth. These groups experience mental health diagnoses at a much higher rate than the general population. This program aims to connect LGBTQ+ participants to affirming, tailored care and service providers.

Housing Placements LGBTQ+ students and students of color are disproportionately more likely to be homeless than their peers. 28% of LGBTQ+ adults living in the United States report experiencing homelessness at some point in their lives compared to 14% of the general population. 44% of Native/Indigenous LGBTQ youth report experiencing homelessness at some point in their lives. Homelessness and housing instability were reported at higher rates among transgender and non-binary youth. These groups experience mental health diagnoses at a much higher rate than the general population. This program aims to connect LGBTQ+ participants to affirming, tailored care and service providers.

Key Action 23

Description

Domestic Violence Shelter Based Programs (DVSBP) serves domestic violence victims and their children in San Diego County, through services including 24-hour emergency shelter, food, transportation, psychological support, peer counseling, referrals to community resources, 24-hour crisis phone line, drop-in center, and educational arrangements for school-aged children staying at the shelter. County funding contributes to Domestic Violence across the region.

Identify which CA SPM(s) will be improved by Key Action 23 and how.

SPM Improvement Plan for Key Action 23

CA SPM	Specific description of how Key Action 23 will improve this CA SPM
CA SPM 1a	Preventing homelessness for victims and their families by offering emergency, temporary shelter and housing planning
CA SPM 1b	Prevents unsheltered homelessness for victims and their families by offering emergency, temporary shelter and housing planning
CA SPM 4	Reduces the length of time homeless
CA SPM 7.4	Reduces length of time homeless for domestic violence victims and their families

Clear metric for how success of Key Action 23 will be measured

of domestic violence victims at drop-in center, # of calls to the crisis line, # of individuals served in shelter, # and type of services provided to the enrolled shelter clients.

Lead Entity for Key Action 23

San Diego County

Collaborating entity/ies for Key Action 23

Center for Community Solutions, Community Resource Center, SBCS, local Police Departments, Family Justice Centers in San Diego including Your Safe Place and One Safe Place

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 23

Milestones for Key Action 23	Target dates for Key Action 23 milestones
Operate a 24/7 crisis hotline	1/31/2030
Operate a drop-in center for services open Monday through Friday during business hours	1/31/2030
Operate 213 shelter beds across the county at 4 confidential sites.	1/31/2030

Target date for completing Key Action 23

1/31/2030

Funding Sources for Key Action 23

Funding Sources for Key Action 23

Funding source	Description of how the funding will contribute to the achievement of Key Action 23	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Domestic Violence Trust Fund	Assists with emergency housing for victims and their families in a confidential location preventing homelessness and ensuring safety	
Federal American Rescue Plan Act	Assists with emergency housing for victims and their families in a confidential location preventing homelessness and ensuring safety	

Identify which of the following equity improvement areas will be addressed by Key Action 23.

Equity Areas for Key Action 23

Equity area	Description of how Key Action 23 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Domestic Violence spans across socio-economic status, ages, and across the region. 38% of individuals who have experienced domestic violence will face homelessness at some point in their lives. Although DV is reported more frequently by females, it does occur for both males and females. With

females reporting DV 2.5 times more frequently than men, and with traditional care giving roles within the family, DVSBP programs serving mostly women and their children, funded across the County offer assistance to avoid unsheltered homelessness and access intensive services to avoid first time homelessness, chronic homelessness and gain access to shelter, transitional housing and ultimately permanent housing.

Key Action 24

Description

Safe Parking Program is a low-barrier, model, which provides a safe, legal, and accessible place for those experiencing homelessness to sleep in their vehicles and receive services. Services include case management, access to healthcare and behavioral health services, housing navigation, meals, internet access, restrooms, security, trash and refuse disposal, and daily wellness checks with crisis response capacity as needed. The program has two locations serving the unincorporated communities of San Diego. The Bancroft site has 27 spaces for households and individuals, and the Magnolia site has 16 spaces. Upgrades to the Magnolia site in 2025 include restroom and shower upgrades, electricity and sewer connections to the site, security booth addition, and office and meeting space. Grantville Safe Parking site opened in August 2025 providing an additional 20 slots with all accompanying services.

Identify which CA SPM(s) will be improved by Key Action 24 and how.

SPM Improvement Plan for Key Action 24

CA SPM	Specific description of how Key Action 24 will improve this CA SPM
CA SPM 3	Assistance once enrolled with case management and housing navigation to obtain permanent housing
CA SPM 5	Reduces the length of time experiencing homelessness

Clear metric for how success of Key Action 24 will be measured

of enrolled participants, # of referrals to behavioral health services, # of enrolled participants in emergency housing, # of participants in permanent housing.

Lead Entity for Key Action 24

San Diego County

Collaborating entity/ies for Key Action 24

Dreams for Change

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 24

Milestones for Key Action 24	Target dates for Key Action 24 milestones
90% of participants offered Behavioral Health Services referral within 3 business days of enrollment	7/31/2028
90% of participants assigned a housing navigator within 1 business day of enrollment	7/31/2028

40% of participants enrolled for 30 days or more shall exit to more stable housing 7/31/2028

Target date for completing Key Action 24
7/31/2028

Funding Sources for Key Action 24

Funding Sources for Key Action 24

Funding source	Description of how the funding will contribute to the achievement of Key Action 24	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Federal American Rescue Plan Act	Assist with safe parking operations that assist individuals with moving on to permanent housing exits	
Federal Housing and Urban Development (HUD) Allocation for Grantville	Assist with safe parking operations that assist individuals with moving on to permanent housing exits	
General Purpose Revenue	Assist with safe parking operations that assist individuals with moving on to permanent housing exits	

Identify which of the following equity improvement areas will be addressed by Key Action 24.

Equity Areas for Key Action 24

Equity area	Description of how Key Action 24 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	This low-barrier model, which provides a safe, legal, and accessible place for those experiencing homelessness, especially in the unincorporated areas of the County, has had success with serving vulnerable populations including 27% of households identify as Black or African American, which exceeds the unsheltered regional data of 16% (according to the 2024 Point-In-Time Count) and 4% identify as American Indian, Alaskan Native or Indigenous, (three times the population for the region). Approximately 40% of those served are older adults aged 55 and older.

Key Action 25

Description

Community Care Coordination for Veterans (C3V) enrollment provides up to twelve 12 months of comprehensive care coordination, service navigation, peer support, housing, and housing related assistance to veterans referred through the Veterans Moving Forward Program (VMF). The VMF program is a veteran-only, incentive-based housing unit for male veterans who served in the United

States military and are held at the Vista Detention Facility. The program provides a structured environment for veterans to draw upon the positive aspects of their shared military culture, creates a safe place for healing and rehabilitation, and fosters positive peer connections to help prepare veterans for reentry to the community.

Identify which CA SPM(s) will be improved by Key Action 25 and how.

SPM Improvement Plan for Key Action 25

CA SPM	Specific description of how Key Action 25 will improve this CA SPM
CA SPM 3	Assists veterans with justice involvement with access to permanent housing upon release of custody
CA SPM 5	Provides wrap around supports once exited to permanent housing and builds community with other veterans and veteran service providers to reduce returns to homelessness after incarceration
CA SPM 7.5	Provides wrap around supports once exited to permanent housing and builds community with other veterans and veteran service providers to reduce returns to homelessness after incarceration
CA SPM 7.3	Provides wrap around supports once exited to permanent housing and builds community with other veterans and veteran service providers to reduce returns to homelessness after incarceration. Reduces homelessness upon release from institutions (Vista Detention Center)

Clear metric for how success of Key Action 25 will be measured

As of end of April 2025, 291 veterans enrolled, 94% of enrolled veterans were immediately housed upon release from custody, 82% in need of mental health, substance use disorder and/or a primary care physician are connected to appropriate services, and 71% of enrolled veterans experienced reduced justice involvement.

Lead Entity for Key Action 25

San Diego County

Collaborating entity/ies for Key Action 25

PATH, County Sheriff's Department, County Probation Department, County Office of the Public Defender.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 25

Milestones for Key Action 25	Target dates for Key Action 25 milestones
90% of enrolled veterans exiting jails have a housing option made available the day released from custody	10/31/2025
85% of enrolled veterans in need of mental health and substance use disorder services are connected to appropriate services within 30 days of release of custody	10/31/2025
75% of enrolled veterans are connected to a primary care physician after	10/31/2025

release from custody

50% of enrolled veterans experience reduced justice involvement

10/31/2025

Target date for completing Key Action 25
10/31/2025

Funding Sources for Key Action 25

Funding Sources for Key Action 25

Funding source	Description of how the funding will contribute to the achievement of Key Action 25	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
County General Purpose Revenue	Prevent homelessness for veterans exiting institutions by providing temporary and permanent housing navigation	

Identify which of the following equity improvement areas will be addressed by Key Action 25.

Equity Areas for Key Action 25

Equity area	Description of how Key Action 25 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	Black Californians are 4 times more likely to be incarcerated than non-Latinx Whites. People of color face incarceration rates much higher than Whites throughout the country. The County ensures equal access to enrollment and outcomes of those enrolled by ongoing tracking of demographic data to ensure equity. Ethnicities of the currently enrolled participants: White (41%), Black (26%) and Hispanic/Latino (25%). Ethnicities of enrolled participants: White (47%), Black (30%) and Hispanic/Latino (15%). Veterans also have unique needs and potential program eligibility. Connection with peers and veteran service providers can reduce recidivism.

Key Action 26

Description

Specialized Funding for Imminent Needs (SFIN) program provides flexible financial support to address barriers to housing stability. Specialized funds help expedite housing placement and increase stabilization for individuals and families at risk of or experiencing homelessness. These flexible funds are used to pay for critical expenses, such as housing security deposits, rental payments, moving expenses, fees to obtain identification documents, transportation, auto repairs, health care expenses, and other critical expenses.

Identify which CA SPM(s) will be improved by Key Action 26 and how.

SPM Improvement Plan for Key Action 26

CA SPM	Specific description of how Key Action 26 will improve this CA SPM
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CA SPM 1a Assists people experiencing homelessness with small housing and self-sufficiency related costs such as deposit, rental assistance, car repairs, work related expenses, transportation costs to permanently house individuals experiencing homelessness

CA SPM 3 Assists individuals with flexible onetime expenses such as move in deposit, utility deposits and rental assistance

Clear metric for how success of Key Action 26 will be measured

As of end of April 2025, 507 households - with a total of 1,031 household members - were served by SFIN. 99.8% of payments to vendors were made timely, and 1,160 of assistance requests were completed by the contractor.

Lead Entity for Key Action 26

San Diego County

Collaborating entity/ies for Key Action 26

Strive Government Services

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 26

Milestones for Key Action 26

Target dates for Key Action 26 milestones

Ongoing assistance to enrolled households with maintaining and retaining housing and avoiding or resolving homelessness.

12/31/2027

Target date for completing Key Action 26

12/31/2027

Funding Sources for Key Action 26

Funding Sources for Key Action 26

Funding source	Description of how the funding will contribute to the achievement of Key Action 26	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Federal American Rescue Plan Act	small flexible fund focused on housing retention and exits to permanent housing	
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General Purpose Revenue	small flexible fund focused on housing retention and exits to permanent housing	
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Identify which of the following equity improvement areas will be addressed by Key Action 26.

Equity Areas for Key Action 26

Equity area	Description of how Key Action 26 will address system performance disparities and ensure racial and gender equity in this area (choose one)
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at a minimum, or more)

Housing Retention	Assistance with preventing homelessness with small, flexible funding
Service Delivery	Access to small flexible funding and resolution and diversion from homelessness
Housing Placements	Assists people experiencing sheltered and unsheltered housing in exiting to permanent housing

Key Action 27

Description

Coordinated Eviction Prevention System (CEPS) Program identifies households at-risk of being evicted and provides them with up to 12 months of financial and case management support, including referrals, tailored to each enrolled household's situation, with the goal of preventing unnecessary evictions, including preventing evictions from untraditional tenant situations.

Identify which CA SPM(s) will be improved by Key Action 27 and how.

SPM Improvement Plan for Key Action 27

CA SPM	Specific description of how Key Action 27 will improve this CA SPM
CA SPM 5	Reduces returns to homelessness by providing prevention assistance to low income households

Clear metric for how success of Key Action 27 will be measured

Tracking monthly program data for # of households served, # of households that stabilized housing, # of evictions avoided, # of individuals connected with self-sufficiency benefits. As of end of April, 2025, 338 of households - with a total of 911 members - enrolled and 180 households avoided eviction at the time of exiting the program, 98% of households avoided homelessness in the first three months after receiving assistance, 94% of households avoided receiving an at-fault eviction notice, and 49% of households who needed income assistance were connected to self-sufficiency benefits.

Lead Entity for Key Action 27

San Diego County

Collaborating entity/ies for Key Action 27

City Heights Community Development Corporation

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 27

Milestones for Key Action 27	Target dates for Key Action 27 milestones
Enroll and provide case management services to 200 households per year	12/31/2025
Stabilize 75% of households in their housing	12/31/2025
Avoid homelessness for 90% of at-risk households in the first three	12/31/2025

months after receiving tenant support services

Avoid receipt of an at-fault eviction notice for 85% of households 12/31/2025

Connect 75% of households who need income assistance to self-sufficiency benefits. 12/31/2025

Target date for completing Key Action 27
12/31/2025

Funding Sources for Key Action 27

Funding Sources for Key Action 27

Funding source	Description of how the funding will contribute to the achievement of Key Action 27	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Federal American Rescue Plan Act	Assists households to avoid evictions and potentially falling into first time homelessness and preventing returning to homelessness
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Identify which of the following equity improvement areas will be addressed by Key Action 27.

Equity Areas for Key Action 27

Equity area	Description of how Key Action 27 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Housing Retention	Diversions and prevention are critical to reducing the inflow of newly homeless households throughout the county. This program is headquartered in a diverse section of the county known as City Heights. Community outreach and engagement are key factors in ensuring community members are aware of the program and can access services quickly to prevent homelessness for those at risk and end homelessness for those experiencing homelessness. Ethnicities of enrolled participants: Hispanic/Latino (33%), Black (30%) and White (19%).
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Service Delivery	Diversions and prevention are critical to reducing the inflow of newly homeless households throughout the county. This program is headquartered in a diverse section of the county known as City Heights. Community outreach and engagement are key factors in ensuring community members are aware of the program and can access services quickly to prevent homelessness for those at risk and end homelessness for those experiencing homelessness. Ethnicities of enrolled participants: Hispanic/Latino (33%), Black (30%) and White (19%).
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Key Action 28

Description

Building Partnership Grant for Sleeping Cabins program establishes a grant for authorized partner organizations to purchase sleeping cabins and certain ancillary products from an approved vendor to provide emergency housing, case management, housing navigation, and other services to people experiencing homelessness in the county for a minimum of 36 months. The County is only providing funds for purchasing goods; the authorized partner organizations are responsible for providing the services.

Identify which CA SPM(s) will be improved by Key Action 28 and how.

SPM Improvement Plan for Key Action 28

CA SPM	Specific description of how Key Action 28 will improve this CA SPM
CA SPM 1b	Provides shelter for individuals experiencing unsheltered homelessness. Will reduce unsheltered homelessness numbers throughout the region

Clear metric for how success of Key Action 28 will be measured

Approval to build the site, completion of the site to serve up to 24 individuals experiencing homelessness, # of participants enrolled, # of participants who obtain permanent housing

Lead Entity for Key Action 28

San Diego County

Collaborating entity/ies for Key Action 28

Pallet PBC and potentially local nonprofits, faith-based entities, or local city jurisdictions

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 28

Milestones for Key Action 28	Target dates for Key Action 28 milestones
Obtain permitting to build from City	12/31/2025
complete site build	6/30/2026
enroll participants	6/30/2029

Target date for completing Key Action 28

6/30/2029

Funding Sources for Key Action 28

Funding Sources for Key Action 28

Funding source	Description of how the funding will contribute to the achievement of Key Action 28	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Federal American Rescue Plan Act	reduces unsheltered homelessness by providing shelter	

Identify which of the following equity improvement areas will be addressed by Key Action 28.

Equity Areas for Key Action 28

Equity area	Description of how Key Action 28 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	This program is a conduit to service delivery and housing placement for individuals experiencing chronic homelessness. Individuals who have experienced chronic homelessness have choice of the type of interim shelter they enroll in.
Housing Placements	This program is a conduit to service delivery and housing placement for individuals experiencing chronic homelessness. Individuals who have experienced chronic homelessness have choice of the type of interim shelter they enroll in.

Key Action 29

Description

Outreach Application- Individuals experiencing homelessness are able to engage with County departments such as Parks and Recreation and Libraries to ensure individuals that County employees engage in day-to-day work have quick access through technology to refer individuals experiencing homelessness to the HCDS-OHS outreach team to engage and assist with resources.

Identify which CA SPM(s) will be improved by Key Action 29 and how.

SPM Improvement Plan for Key Action 29

CA SPM	Specific description of how Key Action 29 will improve this CA SPM
CA SPM 1b	Assists people experiencing unsheltered homelessness to gain access to outreach, social workers shelter referrals and self-sufficiency benefits.
CA SPM 4	Can reduce the length of time people experience homelessness by quickly connecting them with services
CA SPM 6	increases successful outcomes in street outreach efforts

Clear metric for how success of Key Action 29 will be measured

of individuals referred to HCDS-OHS

Lead Entity for Key Action 29

San Diego County

Collaborating entity/ies for Key Action 29

Various County departments including Library, Parks & Recreation, and the Department of Strategy and Community Engagement.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 29

Milestones for Key Action 29

Target dates for Key Action 29 milestones

Engage unsheltered and at-risk individuals who seek assistance in day-to-day operations, connect individuals to HCDS-OHS outreach and social work team

11/28/2025

Target date for completing Key Action 29

11/28/2025

Funding Sources for Key Action 29

Funding Sources for Key Action 29

Funding source	Description of how the funding will contribute to the achievement of Key Action 29	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
General Purpose Revenue	Assists with reduction in unsheltered homelessness and reduces length of time experiencing homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 29.

Equity Areas for Key Action 29

Equity area	Description of how Key Action 29 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Connection to outreach teams ensures individuals have access to trained staff who can help connect individuals to services, treatment and shelter/housing options. Individuals who are experiencing unsheltered homelessness are 3 times as likely to be male and more likely to be a person of color. These individuals may also have trouble navigating complex systems and may be experiencing mental health and substance abuse disorders. Engaging with these individuals and building rapport can lead to successful outcomes.

Key Action 30

Description

Leave No Veteran Homeless (LNVH) initiative launched in July 2023 as a 15-month project to permanently house veterans that were experiencing homelessness, to reach the goal of Functional Zero. The County convened nearly 40 regional partners and led planning efforts to establish the initiative. To date, the LNVH initiative assisted in permanently housing 1,200 homeless veterans, resulting in an 8% increase in placements and a 10% decrease in the overall homeless veteran population in the county. Landlord recruitment significantly improved with the average monthly landlord interest forms climbing from 5 to 14, an outstanding 50% increase. Additionally, the County engaged the community through 47 social media posts with nearly 50,000 views, four online media campaigns totaling 780,000 views, and participated in 45 community events to recruit landlords for veteran housing.

Identify which CA SPM(s) will be improved by Key Action 30 and how.

SPM Improvement Plan for Key Action 30

CA SPM	Specific description of how Key Action 30 will improve this CA SPM
CA SPM 1a	Assists veterans experiencing homelessness with connection to permanent housing resources
CA SPM 1b	Assists veterans experiencing unsheltered homelessness with connection to permanent housing resources
CA SPM 7.1a	Assists veterans experiencing homelessness with connection to permanent housing resources
CA SPM 7.1b	Assists veterans experiencing unsheltered homelessness with connection to permanent housing resources

Clear metric for how success of Key Action 30 will be measured

Reduction in number of veterans in the CES awaiting housing resources, # of veterans housed, # of veterans that retain their housing. Reduction in veterans across the county experiencing homelessness. Building on the collaborative efforts to ensure the best practices are utilized in the future.

Lead Entity for Key Action 30

San Diego County

Collaborating entity/ies for Key Action 30

Nearly 40 Regional Partners including County departments, local Cities, Community Based Organizations and San Diego's Continuum of Care (CoC)- The Regional Task Force on Homelessness.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 30

Milestones for Key Action 30	Target dates for Key Action 30 milestones
Reduce the number of veterans experiencing homelessness across San Diego	6/30/2029
reduce the number of veterans in the Coordinated Entry System (CES) awaiting housing resources	6/30/2029
locate units by engaging landlords to permanently house veterans with Veterans Affairs Supportive Housing (VASH) vouchers	6/30/2029

Target date for completing Key Action 30

6/30/2029

Funding Sources for Key Action 30

Funding Sources for Key Action 30

Funding source	Description of how the funding For HHAP 6-funded Key
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will contribute to the achievement of Key Action 30

Actions only: Eligible use category to fund this Key Action.

Aligned Resources (small marketing budget)

Landlord engagement is key when attempting to house eligible veterans with VASH funding.

Identify which of the following equity improvement areas will be addressed by Key Action 30.

Equity Areas for Key Action 30

Equity area	Description of how Key Action 30 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Veterans who are experiencing homelessness are referred to services including Veterans Administration housing benefits. Veterans experiencing homelessness are disproportionately male and may have underlying health and behavioral health needs.
Housing Placements	Veterans who are experiencing homelessness are referred to services including Veterans Administration housing benefits. Veterans experiencing homelessness are disproportionately male and may have underlying health and behavioral health needs.
Housing Retention	Veterans who are experiencing homelessness are referred to services including Veterans Administration housing benefits. Veterans experiencing homelessness are disproportionately male and may have underlying health and behavioral health needs.

Key Action 31

Description

Bringing Families Home (BFH) Tenant Based Rental Assistance (TBRA) program serves families involved with the County's Child and Family Well-Being (CFWB) department who are reunifying with their children. The program provides financial assistance and housing-related wrap-around supportive services, including, but not limited to rental assistance, housing navigation, case management and security deposits to families with an active family reunification, family maintenance, or voluntary services CFWB case. In fiscal year 23/24, BFH received 135 referrals, and housed 35 families that were homeless or at-risk of experiencing homelessness.

Identify which CA SPM(s) will be improved by Key Action 31 and how.

SPM Improvement Plan for Key Action 31

CA SPM	Specific description of how Key Action 31 will improve this CA SPM
CA SPM 1a	Assists families awaiting reunification with permanent housing placements
CA SPM 3	Assists with deposits and rental subsidy for reunification

Clear metric for how success of Key Action 31 will be measured

of families referred, # of families enrolled, # of reunifications, # of permanent housing placements.

Lead Entity for Key Action 31
San Diego County

Collaborating entity/ies for Key Action 31
County Department of Child and Family Well-Being

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 31

Milestones for Key Action 31	Target dates for Key Action 31 milestones
Refer to the program as needed and provide housing navigation and case management toward obtaining permanent housing to assist with family reunification. Ongoing referrals	6/30/2029

Target date for completing Key Action 31
6/30/2029

Funding Sources for Key Action 31

Funding Sources for Key Action 31

Funding source	Description of how the funding will contribute to the achievement of Key Action 31	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Child welfare CDSS	Assisting families involved in child welfare services with housing to ensure successful reunification, ensuring that the household receives wrap around case management and support to prevent first time or returns to homelessness for the family unit.	

Identify which of the following equity improvement areas will be addressed by Key Action 31.

Equity Areas for Key Action 31

Equity area	Description of how Key Action 31 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Assisting with housing and service referrals to community-based organizations, substance use disorder and mental health resources for those involved in child welfare which can often mirror the racial and ethnic makeup of the community experiencing poverty.
Housing Placements	Assisting with housing for those involved in child welfare which historically shows disproportionate numbers of racial/ethnic background. These disparities are rooted in systemic discrimination leading to higher number of

removals and group placement in children of color.

Key Action 32

Description

Maternity Housing Program (MHP) through Child and Family Well-Being Program Provides safe, secure and supportive housing with comprehensive home-based, family focused supportive services and intensive case management services for pregnant and partnering young women between 18 and 24 years old and their dependent children. The target population is women and children at risk of homelessness due to substance abuse or domestic violence. As participants of MHP, clients have access to home-based services that include parenting education support and child development activities. Enrollments into this program will ensure that parenting transitional aged youth (TAY) do not fall into homelessness with their children. In FY 23-24, MHP provided temporary housing, case management, and home-based services to 20 children (ages 0-5) and 23 mothers (ages 18-24).

Identify which CA SPM(s) will be improved by Key Action 32 and how.

SPM Improvement Plan for Key Action 32

CA SPM	Specific description of how Key Action 32 will improve this CA SPM
CA SPM 1a	Provides housing, case management and parenting support to youth to prevent and reduce homelessness due to substance use disorder or fleeing domestic violence.
CA SPM 1b	Provides housing, case management and parenting support to unsheltered youth to prevent and reduce homelessness due to substance use disorder or fleeing domestic violence.
CA SPM 7.1a	Provides housing, case management and parenting support to youth to prevent and reduce homelessness due to substance use disorder or fleeing domestic violence.
CA SPM 7.1b	Provides housing, case management and parenting support to unsheltered youth to prevent and reduce homelessness due to substance use disorder or fleeing domestic violence.

Clear metric for how success of Key Action 32 will be measured

of parenting TAY who are referred to the program, # of parenting TAY that enroll in the program, # of individuals served, # of households that move into permanent housing.

Lead Entity for Key Action 32

San Diego County

Collaborating entity/ies for Key Action 32

Home Start

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 32

Milestones for Key Action 32	Target dates for Key Action 32 milestones
Ongoing referrals of youth ages 18-24 who are pregnant/parenting.	12/21/2028

Target date for completing Key Action 32

Funding Sources for Key Action 32

Funding Sources for Key Action 32

Funding source	Description of how the funding will contribute to the achievement of Key Action 32	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Proposition 10 Funds	Ensuring that pregnant and parenting youth 18-24 do not fall into homelessness or return to homelessness and remain stably housed	

Identify which of the following equity improvement areas will be addressed by Key Action 32.

Equity Areas for Key Action 32

Equity area	Description of how Key Action 32 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Pregnant and parenting females are often left to bear the responsibility for the children. This program has wrap around supports to continue to provide services after permanent housing placement to ensure housing stability.
Housing Placements	Pregnant and parenting females are often left to bear the responsibility for the children. This program has wrap around supports to continue to provide services after permanent housing placement to ensure housing stability.

Key Action 33

Description

The Department of Parks and Recreation Homeless Patrols, Cleanup and Outreach engage with and makes referrals for unsheltered individuals in county parks and open spaces to resources including HCDS-OHS outreach team and social worker staff to assist with housing options and connection to self-sufficiency benefits.

Identify which CA SPM(s) will be improved by Key Action 33 and how.

SPM Improvement Plan for Key Action 33

CA SPM	Specific description of how Key Action 33 will improve this CA SPM
CA SPM 1b	Reduces unsheltered homelessness by connecting individuals in County Parks with services and referrals to shelters
CA SPM 4	Reduces returns to homelessness once connected with services

Clear metric for how success of Key Action 33 will be measured

of individuals experiencing homelessness engaged, # of individuals referred to HCDS-OHS for

services.

Lead Entity for Key Action 33

San Diego County

Collaborating entity/ies for Key Action 33

County HCDS-OHS, County Self-Sufficiency Services and other community partners including shelters and community-based organizations

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 33

Milestones for Key Action 33	Target dates for Key Action 33 milestones
Continuous referrals for individuals to HCDS-OHS	6/30/2029

Target date for completing Key Action 33
6/30/2029

Funding Sources for Key Action 33

Funding Sources for Key Action 33

Funding source	Description of how the funding will contribute to the achievement of Key Action 33	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
County General Purpose Revenue	Assists with reducing unsheltered homelessness by connecting individuals experiencing homelessness in county parks with services and shelter options	

Identify which of the following equity improvement areas will be addressed by Key Action 33.

Equity Areas for Key Action 33

Equity area	Description of how Key Action 33 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Access to services and shelter

Key Action 34

Description

Aging and Independence Services - Adult Protective Services Home Safe Program was designed to prevent or address homelessness to support the safety and housing stability of individuals involved in County Adult Protective Services (APS) who are experiencing or at risk of homelessness. The program has multiple tracts for individuals. APS investigates and refers to either Interfaith Community Services contractor for housing navigation, financial support, and case management and direct to HCDS-OHS outreach team and social work staff to assist individuals who are experiencing homelessness. From

2023-May 2025, HCDS-OHS received 1,168 Home Safe referrals and served 405 clients who were homeless or at-risk of experiencing homelessness. Home Safe serves clients referred to Adult Protective Services who may or may not have an abuse allegation. APS tracks client demographics and housing status at exit from the program.

Identify which CA SPM(s) will be improved by Key Action 34 and how.

SPM Improvement Plan for Key Action 34

CA SPM	Specific description of how Key Action 34 will improve this CA SPM
CA SPM 1a	Assists individuals who have Adult Protective Services involvement who are at risk of or experiencing homelessness with assistance to permanent stable housing
CA SPM 1b	Assists individuals who have Adult Protective Services involvement who are experiencing unsheltered homelessness with assistance to permanent stable housing
CA SPM 3	Permanently housing adults who are at risk or experiencing homelessness

Clear metric for how success of Key Action 34 will be measured

of adults referred to the program, # of adults who avoid homelessness and retain their housing, # of adults who obtain permanent housing.

Lead Entity for Key Action 34

San Diego County

Collaborating entity/ies for Key Action 34

County HCDS-OHS, Interfaith Community Services, Strive Government Services

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 34

Milestones for Key Action 34	Target dates for Key Action 34 milestones
Clients referred on a rolling basis to assist adults who are at risk or are experiencing homelessness with referrals	6/30/2029
Continuous enrollment and assistance with maintaining and/or obtaining permanent housing.	6/30/2029

Target date for completing Key Action 34

6/30/2029

Funding Sources for Key Action 34

Funding Sources for Key Action 34

Funding source	Description of how the funding will contribute to the achievement of Key Action 34	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
California Department of Social	Reduction in sheltered and	

Services	unsheltered homelessness for at risk adults and increasing exits to permanent housing.
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Identify which of the following equity improvement areas will be addressed by Key Action 34.

Equity Areas for Key Action 34

Equity area **Description of how Key Action 34 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)**

Service Delivery	Access to services and system navigation as well as access to housing resources including shelter and permanent housing
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Housing Placements	Access to housing navigation and stability services which increases successful exits to permanent housing
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Housing Retention	Wrap around housing stability is provided through Aging and Independent Services at the County to reduce returns to homelessness
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Key Action 35

Description

CalWORKs Housing Support Program provided short- and long-term housing assistance including financial assistance to secure permanent housing such as deposit, move-in costs, rent and utility assistance, eviction prevention, housing navigation and case management. This program assists low and extremely low-income households who are receiving CalWORKs benefits and are experiencing homelessness or at risk of homelessness. These services prevent family homelessness across the county. The CDSS funding assists families who are low income and at risk of or experiencing homelessness to obtain housing and connect with other community-based resources to avoid unsheltered homelessness along with other support systems such as childcare services, transportation, case management, and employment and education services.

Identify which CA SPM(s) will be improved by Key Action 35 and how.

SPM Improvement Plan for Key Action 35

CA SPM	Specific description of how Key Action 35 will improve this CA SPM
CA SPM 1a	Reducing the number of families that are experiencing homelessness
CA SPM 1b	Reducing the number of families that are experiencing unsheltered homelessness
CA SPM 3	Increasing successful exits to permanent housing

Clear metric for how success of Key Action 35 will be measured

of families referred, # of families that avoid eviction and avoid homelessness, # of families that obtain permanent housing, # of families that retain permanent housing, # of families that increase income.

Lead Entity for Key Action 35

San Diego County

Collaborating entity/ies for Key Action 35

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 35

Milestones for Key Action 35	Target dates for Key Action 35 milestones
Rolling referrals based on need determined through CalWORKs case management services.	6/30/2029
Identification of risk of homelessness early with frequent communication with families and timely response to critical housing needs	6/30/2029
Target date for completing Key Action 35 6/30/2029	

Funding Sources for Key Action 35

Funding Sources for Key Action 35

Funding source	Description of how the funding will contribute to the achievement of Key Action 35	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
CalWORKs	Housing assistance which will increase successful exits to permanent housing	
California Department of Social Services	Housing assistance which will increase successful exits to permanent housing	

Identify which of the following equity improvement areas will be addressed by Key Action 35.

Equity Areas for Key Action 35

Equity area	Description of how Key Action 35 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Access to housing services, self-sufficiency benefits, and wrap around case management for what are traditionally people of color, single parent households and female led households.
Housing Placements	Access to permanent housing placements and wrap around case management for what are traditionally people of color, single parent households and female led households.
Housing Retention	Ongoing stability case management to reduce returns to homelessness

Key Action 36

Description

Veteran Stand Down Events- Intervention program to support homeless veterans with an opportunity to access services and connect with community providers. These events connect with veterans who are experiencing homelessness and connects them with shelter, services including substance use disorder treatment, behavioral health services and permanent housing.

Identify which CA SPM(s) will be improved by Key Action 36 and how.

SPM Improvement Plan for Key Action 36

CA SPM	Specific description of how Key Action 36 will improve this CA SPM
CA SPM 1b	Reduction in unsheltered homelessness
CA SPM 7.1b	Reduction in unsheltered veteran homelessness

Clear metric for how success of Key Action 36 will be measured

of attendees, # of services provided, # of service providers on site for the events, # of veterans referred to shelter, # of referrals to the Veterans Administration, # of veterans who obtain permanent housing.

Lead Entity for Key Action 36

San Diego County

Collaborating entity/ies for Key Action 36

Veterans Administration (VA), community-based organizations, medical and dental providers, community service providers, County Behavioral Health Services (BHS), and County Self-Sufficiency Services.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 36

Milestones for Key Action 36	Target dates for Key Action 36 milestones
Provide annual events throughout the county to refer veterans experiencing homelessness to services and permanent housing	6/30/2029

Target date for completing Key Action 36

6/30/2029

Funding Sources for Key Action 36

Funding Sources for Key Action 36

Funding source	Description of how the funding will contribute to the achievement of Key Action 36	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
State subvention funding	Stand Down events connect veterans experiencing homelessness with resources including housing, self-sufficiency, Veterans	

Administration services including medical, dental, behavioral health and housing

County General Purpose Revenue

Stand Down events connect veterans experiencing homelessness with resources including housing, self-sufficiency, Veterans Administration services including medical, dental, behavioral health and housing

Identify which of the following equity improvement areas will be addressed by Key Action 36.

Equity Areas for Key Action 36

Equity area **Description of how Key Action 36 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)**

Service Delivery

Veteran Stand Down events bring resources into a centralized area and offers wrap-around supports for Veterans experiencing homelessness. Over 200,000 Veterans call the San Diego region home. Veterans represent approximately 5% of California's overall population however they represent approximately 7% of the overall population experiencing homelessness. Veterans experiencing homelessness are also more often male. Addressing immediate needs and assisting eligible individuals with accessing benefits including Veterans Affairs Supported Housing (VASH) vouchers ensure that Veterans have supportive services, benefits affordable housing and housing retention services once permanently housed. Veterans who are not eligible for VASH are connected with resources as well as shelters and potential housing programs and connected with Self-Sufficiency benefits with staff on-site at the events.

Housing Placements

Veteran Stand Down events bring resources into a centralized area and offers wrap-around supports for Veterans experiencing homelessness. Over 200,000 Veterans call the San Diego region home. Veterans represent approximately 5% of California's overall population however they represent approximately 7% of the overall population experiencing homelessness. Veterans experiencing homelessness are also more often male. Addressing immediate needs and assisting eligible individuals with accessing benefits including Veterans Affairs Supported Housing (VASH) vouchers ensure that Veterans have supportive services, benefits affordable housing and housing retention services once permanently housed. Veterans who are not eligible for VASH are connected with resources as well as shelters and potential housing programs and connected with Self-Sufficiency benefits with staff on-site at the events.

Key Action 37

Description

Self-Sufficiency Public Assistance Programs include CalFresh, CalWORKs, General Relief, Medi-Cal, and County Medical Services (CMS) and aid households and individuals who meet eligibility criteria.

These supports include health insurance, supplemental food assistance, and cash aid. Participants may also be eligible for career counseling, job search support, employment stability support, and financial counseling.

Identify which CA SPM(s) will be improved by Key Action 37 and how.

SPM Improvement Plan for Key Action 37

CA SPM	Specific description of how Key Action 37 will improve this CA SPM
CA SPM 1a	Can assist people experiencing homelessness with cash assistance, food assistance, medical and behavioral health needs. Increasing income frees up income to pay rent in permanent housing and potentially end the episode of homelessness.
CA SPM 1b	Can assist people experiencing homelessness with cash assistance, food assistance, medical and behavioral health needs. Increasing income frees up income to pay rent in permanent housing and potentially end the episode of unsheltered homelessness.
CA SPM 4	Reduces length of time people experience homelessness

Clear metric for how success of Key Action 37 will be measured

of individuals enrolled in CalWORKs, CalFresh, General Relief, Medi-Cal and County Medical Services.

Lead Entity for Key Action 37

San Diego County

Collaborating entity/ies for Key Action 37

Referrals from various County departments and community-based organizations, targeted outreach events.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 37

Milestones for Key Action 37	Target dates for Key Action 37 milestones
Continual referrals from community-based organizations, County staff, and self-referrals to determine eligibility and enroll in programs.	6/30/2029

Target date for completing Key Action 37

6/30/2029

Funding Sources for Key Action 37

Funding Sources for Key Action 37

Funding source	Description of how the funding will contribute to the achievement of Key Action 37	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Medi-Cal program	Assists with healthcare needs, potential access to Enhanced Case Management and	

	Community Supports, behavioral health needs, support for chronic disease, and access to medication.
CalWORKs	Assists families with cash aid and case management which includes access to workforce, training and education, housing assistance and emergency hotel/motel stay.
CalFresh	Assist with food resources and can help offset expenses to pay rent in permanent housing.

Identify which of the following equity improvement areas will be addressed by Key Action 37.

Equity Areas for Key Action 37

Equity area	Description of how Key Action 37 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Self-Sufficiency programs are available for all low-income residents and people experiencing homelessness. Programs have a broad reach throughout the communities including outstations for program eligibility and social worker staff at shelters including Brother Benno’s and The Salvation Army, local schools in low-income areas, and community events. The goal is to ensure that individuals who are low income and eligible for benefits are connected to services as quickly as possible

Key Action 38

Description

Housing and Community Development Services - No Place Like Home Program (NPLH)- Program assists with aquisition, design, construction, rehabilitation, and preservation of permanent supportive housing for persons who are experiencing homelessness, chronic homelessness or who are at risk of chronic homelessness with a serious mental illness. The NPLH program requires all units built with NPLH capital be filled via the Coordinated Entry System (CES). NPLH capital supports permanent supportive housing units for homeless and/or chronically homeless with and serious mental illness (SMI).

Identify which CA SPM(s) will be improved by Key Action 38 and how.

SPM Improvement Plan for Key Action 38

CA SPM	Specific description of how Key Action 38 will improve this CA SPM
CA SPM 3	Creates affordable units for people experiencing chronic homelessness which increases exits to permanent housing.
CA SPM 5	Affordable housing units with wrap around supports ensure that individuals do not return to homelessness.

CA SPM 4 New units can potentially reduce the amount of time that people who are experiencing sheltered/unsheltered homelessness

CA SPM 1a Affordable units dedicated to people experiencing homelessness will reduce the number of people who are experiencing homelessness.

CA SPM 1b Affordable units dedicated to people experiencing homelessness will reduce the number of people who are experiencing unsheltered homelessness.

Clear metric for how success of Key Action 38 will be measured

Completed units, and \$127,855,322 total NPLH dollars invested.

Lead Entity for Key Action 38

San Diego County

Collaborating entity/ies for Key Action 38

County Behavioral Health Services, Affordable housing developers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 38

Milestones for Key Action 38

Target dates for Key Action 38 milestones

10 completed developments (279 units), 6 developments (96 units) under construction and 5 developments (69 units) are pending remaining financing. 6/30/2029

Target date for completing Key Action 38

6/30/2029

Funding Sources for Key Action 38

Funding Sources for Key Action 38

Funding source	Description of how the funding will contribute to the achievement of Key Action 38	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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The No Place Like Home Program	Building affordable units for individuals who are currently waiting for housing resources in the Coordinated Entry System will assist to exit those individuals to permanent housing and increase retention rates.	
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Identify which of the following equity improvement areas will be addressed by Key Action 38.

Equity Areas for Key Action 38

Equity area	Description of how Key Action 38 will address system performance
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disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Housing Placements	Affordable housing units help support individuals who may not otherwise be able to afford rapidly rising housing costs. People who meet the criteria for low-income units and have a serious mental illness are disproportionately people of color. These programs ensure equitable access to permanent supportive housing units that offer onsite behavioral health services which increase retention and overall wellness for residents.
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Key Action 39

Description

HOME Investment Partnerships Act is a federal block grant program that provides funding to states and eligible localities to be used exclusively for affordable housing activities to benefit low-income households. Funds for HOME are appropriated annually to the Department of Housing and Urban Development (HUD), which in turn distributes funding to states and eligible localities by formula. Forty percent of HOME funds are allocated to states and 60% are allocated to localities. The formula considers six factors, including the number of units in a jurisdiction that are substandard or unaffordable, the age of a jurisdiction’s housing, and the number of families living below the poverty line in the jurisdiction. Locally the HOME program supports the construction of permanent affordable housing. HOME-ARPA (American Rescue Plan Act) specifically supports units for individuals earning less than 30% AMI who qualify as homeless or at risk of homelessness.

Identify which CA SPM(s) will be improved by Key Action 39 and how.

SPM Improvement Plan for Key Action 39

CA SPM	Specific description of how Key Action 39 will improve this CA SPM
CA SPM 3	Permanent affordable housing units created throughout the region
CA SPM 5	Affordable unit creation reduces the likelihood that individuals will return to homelessness.

Clear metric for how success of Key Action 39 will be measured

of units completed, # of units occupied, # of units in construction, funding update on planned units.

Lead Entity for Key Action 39

San Diego County

Collaborating entity/ies for Key Action 39

Affordable housing developers, local jurisdictions

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 39

Milestones for Key Action 39	Target dates for Key Action 39 milestones
Ongoing construction, and development of affordable, new units.	6/30/2029

Target date for completing Key Action 39

Funding Sources for Key Action 39

Funding Sources for Key Action 39

Funding source	Description of how the funding will contribute to the achievement of Key Action 39	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HOME Investment Partnerships Act	Creation of affordable housing alleviates pressure within the tough rental market in San Diego that has low inventory and high rental rates driving steep competition for units.	
HOME-ARPA (federal HUD)	Creation of affordable housing alleviates pressure within the tough rental market in San Diego that has low inventory and high rental rates driving steep competition for units.	

Identify which of the following equity improvement areas will be addressed by Key Action 39.

Equity Areas for Key Action 39

Equity area	Description of how Key Action 39 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	This program creates units for low and very low-income individuals in the region that are designated as affordable, which provides opportunities for long term housing retention. People experiencing poverty and are very low income are often Black, Indigenous, and People of Color (BIPOC). This disparity is exacerbated in the homeless population. Although these units are not designated for the Coordinated Entry System (CES) or people experiencing homelessness, they benefit people who are at risk and some residents may have a history of unstable housing and homelessness due to low income and the lack of affordable units in San Diego County.
Housing Retention	This program creates units for low and very low-income individuals in the region that are designated as affordable, which provides opportunities for long term housing retention. People experiencing poverty and are very low income are often Black, Indigenous, and People of Color (BIPOC). This disparity is exacerbated in the homeless population. Although these units are not designated for the Coordinated Entry System (CES) or people experiencing homelessness, they benefit people who are at risk and some residents may have a history of unstable housing and homelessness due to low income and the lack of affordable units in San Diego County.

Key Action 40

Description

Youth Transitional Housing (TYH) Programs provide affordable housing and supportive services to former foster care and juvenile justice (probation) youth, ages 18 to age 25 for TYH and THP plus (up to 36 months in each program or age 25, whichever comes first). Transitional housing for up to 36 months includes individualized case management, skill-building and after-care support. Transitional Housing Placement Program-Nonminor Dependent (THPP-NMD) is a program for Extended Foster Care (EFC) youth that are 18-21. Transitional Housing Program (THP) housing is designed to support current and former foster youth as they move from system-involved adolescence to independent adulthood. The housing options span 18-25 ages and are tailored to individual readiness, and life circumstances. Participants receive comprehensive case management support. Each program prioritizes holistic development by combining stable housing with education, employment, life skills, health and wellness, mentorship, and permanent connections to resources

Identify which CA SPM(s) will be improved by Key Action 40 and how.

SPM Improvement Plan for Key Action 40

CA SPM	Specific description of how Key Action 40 will improve this CA SPM
CA SPM 1a	Assisting youth with housing reducing the number of individuals accessing services within the region
CA SPM 1b	Assisting youth with housing reducing the number of unsheltered individuals accessing services within the region
CA SPM 2	Reduces the number of youth 18-25 that enter the homelessness system of care by providing housing and case management services

Clear metric for how success of Key Action 40 will be measured

of youth enrolled, # of youth in transitional housing, # of youth who obtain permanent housing.

Lead Entity for Key Action 40

San Diego County

Collaborating entity/ies for Key Action 40

Casa de Amparo, New Alternatives, Inc. (NAI), San Diego Youth Services (SDYS), SBCS, Walden Family Services, YMCA, North County Lifeline, My Brother's Keeper, Home Start Program

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 40

Milestones for Key Action 40	Target dates for Key Action 40 milestones
Ongoing referrals to the program and services for youth across the county who are justice involved and/or form foster youth. Placement in emergency housing with the goal of transitioning to affordable permanent housing.	6/30/2029

Target date for completing Key Action 40

6/30/2029

Funding Sources for Key Action 40

Funding Sources for Key Action 40

Funding source	Description of how the funding will contribute to the achievement of Key Action 40	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
General Purpose Revenue	Assisting former foster youth and justice involved youth ages 18-24 reduces overall rates of sheltered/unsheltered homelessness.	
Title XX	Assisting former foster youth and justice involved youth ages 18-24 reduces overall rates of sheltered/unsheltered homelessness.	
Title IV-E	Assisting former foster youth and justice involved youth ages 18-24 reduces overall rates of sheltered/unsheltered homelessness.	
State General Fund	Assisting former foster youth and justice involved youth ages 18-24 reduces overall rates of sheltered/unsheltered homelessness.	

Identify which of the following equity improvement areas will be addressed by Key Action 40.

Equity Areas for Key Action 40

Equity area	Description of how Key Action 40 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Reducing rates of homelessness in the youth population and providing access to affordable housing along with supportive services helps build a pathway to successful permanent housing exits and reduces the returns to homelessness and first-time homelessness in this population.
Housing Placements	Reducing rates of homelessness in the youth population and providing access to affordable housing along with supportive services helps build a pathway to successful permanent housing exits and reduces the returns to homelessness and first-time homelessness in this population.

Key Action 41

Description

Housing Navigation and Maintenance Program (HNMP) is administered by the California Department of Housing and Community Development to county child welfare agencies. Provides housing navigator supports to help young adults ages 18 through 25 secure housing, with priority given to foster youth. HNMP is flexible funding that can be used to meet youth housing navigation needs. In FY 23-24, HNMP provided support to 40 youth experiencing housing instability. The purpose of the program is to help current and former foster youth find and maintain stable, safe, and secure housing. However, the program also provides community resources to non-system involved adolescents. Participants receiving services have unique needs, but goals remain the same for each participant, which include supportive services, and skill building opportunities in order and maintain housing stability.

Identify which CA SPM(s) will be improved by Key Action 41 and how.

SPM Improvement Plan for Key Action 41

CA SPM	Specific description of how Key Action 41 will improve this CA SPM
CA SPM 1a	Assists youth ages 18-24 including foster youth with housing navigation, including temporary transitional and permanent housing placements resulting in successful exits to permanent housing reducing overall homelessness rate across the region.
CA SPM 1b	Assists youth ages 18-24 including foster youth with housing navigation, including temporary transitional and permanent housing placements resulting in successful exits to permanent housing reducing overall unsheltered homelessness rate across the region.
CA SPM 7.1a	Assists youth ages 18-24 including foster youth with housing navigation, including temporary transitional and permanent housing placements resulting in successful exits to permanent housing reducing overall homelessness rate across the region.
CA SPM 7.1b	Assists youth ages 18-24 including foster youth with housing navigation, including temporary transitional and permanent housing placements resulting in successful exits to permanent housing reducing overall unsheltered homelessness rate across the region.

Clear metric for how success of Key Action 41 will be measured

of transitional aged youth (TAY) that are enrolled, # of TAY placed in temporary housing, # of TAY placed in permanent housing, # of TAY referred to community-based services.

Lead Entity for Key Action 41

San Diego County

Collaborating entity/ies for Key Action 41

SBCS

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 41

Milestones for Key Action 41	Target dates for Key Action 41 milestones
Reprocure in 2026 and begin new program in 2027 with continuous services through 2029.	6/30/2029

Target date for completing Key Action 41
6/30/2029

Funding Sources for Key Action 41

Funding Sources for Key Action 41

Funding source	Description of how the funding will contribute to the achievement of Key Action 41	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
State General Fund	Funds program that assists youth and former foster youth with housing navigation and long term supports preventing or ending homelessness for this population	
County General Purpose Revenue	Funds program that assists youth and former foster youth with housing navigation and long term supports preventing or ending homelessness for this population	

Identify which of the following equity improvement areas will be addressed by Key Action 41.

Equity Areas for Key Action 41

Equity area	Description of how Key Action 41 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Assists youth experiencing or at risk of homelessness with connections to interim and permanent housing resulting in successful exits to permanent housing.
Housing Placements	Assists youth experiencing or at risk of homelessness with connections to interim and permanent housing resulting in successful exits to permanent housing.
Housing Retention	Assists youth experiencing or at risk of homelessness with connections to interim and permanent housing resulting in successful exits to permanent housing.

Key Action 42

Description

Family Unification Program (FUP) Housing-Families are assisted with housing vouchers and supportive services for the purpose of family reunification that have a lack of adequate housing that could result in out-of-home placement for children or a delay in return to the family. Families are referred through the County’s Child and Family Well-Being (CFWB) department. The program also serves former foster youth ages 18-24 that have recently left foster care and are experiencing homelessness or at risk of homelessness.

Identify which CA SPM(s) will be improved by Key Action 42 and how.

SPM Improvement Plan for Key Action 42

CA SPM	Specific description of how Key Action 42 will improve this CA SPM
CA SPM 1a	Resolves or reduces overall homelessness for households involved in the Child Welfare system.
CA SPM 3	Provides funding for permanent housing placement to facilitate family reunification
CA SPM 7.3	Provides funding for permanent housing placement to facilitate family reunification
CA SPM 7.1a	Resolves or reduces overall homelessness for households involved in the Child Welfare system.

Clear metric for how success of Key Action 42 will be measured

of families referred, # of families enrolled, # of households/individuals that retain housing.

Lead Entity for Key Action 42

San Diego County

Collaborating entity/ies for Key Action 42

Landlords throughout the County

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 42

Milestones for Key Action 42	Target dates for Key Action 42 milestones
Ongoing referrals for families and youth that meet eligibility and there are waiting lists for services.	6/30/2029

Target date for completing Key Action 42

6/30/2029

Funding Sources for Key Action 42

Funding Sources for Key Action 42

Funding source	Description of how the funding will contribute to the achievement of Key Action 42	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Federal Housing Choice Program	Assists families with permanent housing and stability services to ensure successful family reunifications and avoid sheltered/unsheltered homelessness.	

Identify which of the following equity improvement areas will be addressed by Key Action 42.

Equity Areas for Key Action 42

Equity area	Description of how Key Action 42 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	National studies by the U.S. Department of Health and Human Services reported “minority children, and in particular African American children, are more likely to be in foster care placement than receive in-home services, even when they have the same problems and characteristics as white children. Awareness of this statistic and review of enrollment and outcome to housing programs tied to Child Welfare are critical to ensure equity.
Housing Placements	National studies by the U.S. Department of Health and Human Services reported “minority children, and in particular African American children, are more likely to be in foster care placement than receive in-home services, even when they have the same problems and characteristics as white children. Awareness of this statistic and review of enrollment and outcome to housing programs tied to Child Welfare are critical to ensure equity.
Housing Retention	National studies by the U.S. Department of Health and Human Services reported “minority children, and in particular African American children, are more likely to be in foster care placement than receive in-home services, even when they have the same problems and characteristics as white children. Awareness of this statistic and review of enrollment and outcome to housing programs tied to Child Welfare are critical to ensure equity.

Key Action 43

Description

Home Foster, collaboratively operated through departments within the County’s Health and Human Services Agency provides rental assistance, security deposit, utility assistance and non-mandatory case management for up to 24 months to foster youth between the ages of 18 and 23.5 who are encountering issues with accessing independent living. The program is referral based.

Identify which CA SPM(s) will be improved by Key Action 43 and how.

SPM Improvement Plan for Key Action 43

CA SPM	Specific description of how Key Action 43 will improve this CA SPM
CA SPM 1a	
CA SPM 7.1a	
CA SPM 1b	
CA SPM 7.1b	

CA SPM 2

CA SPM 3

CA SPM 7.3

Clear metric for how success of Key Action 43 will be measured

of individuals referred, # of individuals enrolled, # of individuals permanently housed, # of service referrals and connections to enrolled participants.

Lead Entity for Key Action 43

San Diego County

Collaborating entity/ies for Key Action 43

YMCA, County Housing and Community Development Services and Office of Homeless Solutions, County Child and Family Well-Being department.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 43

Milestones for Key Action 43

Target dates for Key Action 43 milestones

Continuous referrals and enrollments that assist individuals who are or have been in foster care to prevent homelessness.

6/30/2029

Target date for completing Key Action 43

6/30/2029

Funding Sources for Key Action 43

Funding Sources for Key Action 43

Funding source

Description of how the funding will contribute to the achievement of Key Action 43

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Housing and Urban Development (HUD)

funding to assist former foster youth and resolve homelessness through exits to permanent housing and wrap around supports

Identify which of the following equity improvement areas will be addressed by Key Action 43.

Equity Areas for Key Action 43

Equity area

Description of how Key Action 43 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

In the first four years after aging out of foster care, youth experience

homelessness at a rate of approximately 20%. Nationwide, 29% of homeless youth between the ages of 13-25 have experienced homelessness. 61% of former foster youth who experienced homelessness were likely to be incarcerated compared to 46% of homeless youth who had not been in foster care. 28% of homeless foster youth identify as LGBTQ+. In California, male foster youth are 82% more likely to become homeless after aging out of services. Black youth are 3x more likely than non-Black youth to be currently experiencing homelessness and they are 75% more likely to have experienced homelessness in the past 12 months. It is imperative to provide housing interventions that prevent further trauma and long-term negative outcomes for health, substance use disorder, behavioral and medical health and education and employment.

Housing Placements

In the first four years after aging out of foster care, youth experience homelessness at a rate of approximately 20%. Nationwide, 29% of homeless youth between the ages of 13-25 have experienced homelessness. 61% of former foster youth who experienced homelessness were likely to be incarcerated compared to 46% of homeless youth who had not been in foster care. 28% of homeless foster youth identify as LGBTQ+. In California, male foster youth are 82% more likely to become homeless after aging out of services. Black youth are 3x more likely than non-Black youth to be currently experiencing homelessness and they are 75% more likely to have experienced homelessness in the past 12 months. It is imperative to provide housing interventions that prevent further trauma and long-term negative outcomes for health, substance use disorder, behavioral and medical health and education and employment.

Housing Retention

In the first four years after aging out of foster care, youth experience homelessness at a rate of approximately 20%. Nationwide, 29% of homeless youth between the ages of 13-25 have experienced homelessness. 61% of former foster youth who experienced homelessness were likely to be incarcerated compared to 46% of homeless youth who had not been in foster care. 28% of homeless foster youth identify as LGBTQ+. In California, male foster youth are 82% more likely to become homeless after aging out of services. Black youth are 3x more likely than non-Black youth to be currently experiencing homelessness and they are 75% more likely to have experienced homelessness in the past 12 months. It is imperative to provide housing interventions that prevent further trauma and long-term negative outcomes for health, substance use disorder, behavioral and medical health and education and employment.

Key Action 44

Description

Reentry Court- Collaborative court program providing case management and non-residential substance use disorder treatment, including drug testing services as an alternative to custody for non-violent adult offenders who have a history of substance use and criminal justice contacts, previous treatment failures, and a high rate of health and social problems. The program provides a minimum of eighteen (18) months of case management and treatment services to clients who are referred to and accepted into Re-Entry Court. The program is a four-phase outpatient treatment model, including six (6) months of recovery services.

Identify which CA SPM(s) will be improved by Key Action 44 and how.

SPM Improvement Plan for Key Action 44

CA SPM	Specific description of how Key Action 44 will improve this CA SPM
CA SPM 1a	Case management along with substance use disorder treatment and referrals to shelter and housing programs reduce the likely of recidivism and homelessness.
CA SPM 7.1a	Case management along with substance use disorder treatment and referrals to shelter and housing programs reduce the likely of recidivism and homelessness.
CA SPM 1b	Case management along with substance use disorder treatment and referrals to shelter and housing programs reduce the likely of recidivism and unsheltered homelessness.
CA SPM 7.1b	Case management along with substance use disorder treatment and referrals to shelter and housing programs reduce the likely of recidivism and unsheltered homelessness.
CA SPM 3	Referral to permanent housing rather than returns to homelessness or recidivism to incarceration
CA SPM 7.3	Referral to permanent housing rather than returns to homelessness or recidivism to incarceration

Clear metric for how success of Key Action 44 will be measured

of individuals referred, # of enrolled individuals, # of individuals who complete treatment, # of individuals who do not recidivate.

Lead Entity for Key Action 44

San Diego County

Collaborating entity/ies for Key Action 44

City of San Diego Police Department, San Diego County Superior Court – Central, Second Chance, County Probation Department, County District Attorney, County Office of Public Defender.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 44

Milestones for Key Action 44	Target dates for Key Action 44 milestones
Ongoing referrals for eligible individuals	6/30/2029

Target date for completing Key Action 44

6/30/2029

Funding Sources for Key Action 44

Funding Sources for Key Action 44

Funding source	Description of how the funding will contribute to the achievement of Key Action 44	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key
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Action.

Drug Medi-Cal Organized Delivery System (DMC-ODS),	Case management SUD treatment ensures stability to prevent/end sheltered/unsheltered homelessness and retain permanent housing.
General Purpose Revenue	Case management SUD treatment ensures stability to prevent/end sheltered/unsheltered homelessness and retain permanent housing.
State General Funds	Case management SUD treatment ensures stability to prevent/end sheltered/unsheltered homelessness and retain permanent housing.

Identify which of the following equity improvement areas will be addressed by Key Action 44.

Equity Areas for Key Action 44

Equity area	Description of how Key Action 44 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	In California, justice involved individuals are disproportionately Black including 28% male and 23% female within the prison population. Latino men make up approximately 46% of the prison population. The male-female disparity in California jails and prisons is 25:1. Ensuring access to housing resources post release not only reduces homelessness, but it also helps reduce recidivism rates.
Housing Placements	In California, justice involved individuals are disproportionately Black including 28% male and 23% female within the prison population. Latino men make up approximately 46% of the prison population. The male-female disparity in California jails and prisons is 25:1. Ensuring access to housing resources post release not only reduces homelessness, but it also helps reduce recidivism rates.
Housing Retention	In California, justice involved individuals are disproportionately Black including 28% male and 23% female within the prison population. Latino men make up approximately 46% of the prison population. The male-female disparity in California jails and prisons is 25:1. Ensuring access to housing resources post release not only reduces homelessness, but it also helps reduce recidivism rates.

Key Action 45

Description

PATH 35- This program provides 35 Permanent Supportive Housing (PSH) sponsor-based subsidies for individuals experiencing chronic homelessness and diagnosed with a Serious Mental Illness (SMI) within the City of San Diego’s Housing Commission jurisdiction. The program follows a Housing First model, offering low-barrier, permanent housing with supportive services.

Identify which CA SPM(s) will be improved by Key Action 45 and how.

SPM Improvement Plan for Key Action 45

CA SPM	Specific description of how Key Action 45 will improve this CA SPM
CA SPM 1a	Assists people with Serious Mental Illness with interim shelter, treatment, and referrals to permanent housing reducing the number of individuals experiencing chronic homelessness.
CA SPM 7.1a	Assists people with Serious Mental Illness with interim shelter, treatment, and referrals to permanent housing reducing the number of individuals experiencing chronic homelessness.
CA SPM 1b	Assists people with Serious Mental Illness with interim shelter, treatment, and referrals to permanent housing reducing the number of individuals experiencing chronic unsheltered homelessness.
CA SPM 7.1b	Assists people with Serious Mental Illness with interim shelter, treatment, and referrals to permanent housing reducing the number of individuals experiencing chronic unsheltered homelessness.
CA SPM 5	Prevents returns to homelessness by assisting with shelter and permanent housing
CA SPM 7.5	Prevents returns to homelessness by assisting with shelter and permanent housing for individuals with a diagnosis of serious mental illness
CA SPM 3	Assists those in shelter with referrals to permanent housing programs resulting in successful exits to permanent housing.
CA SPM 7.3	Assists those in shelter with referrals to permanent housing programs resulting in successful exits to permanent housing.
CA SPM 4	Reduces the amount of time that individuals experience sheltered/unsheltered homelessness
CA SPM 7.4	Reduces the amount of time that individuals with serious mental illness experience sheltered/unsheltered homelessness

Clear metric for how success of Key Action 45 will be measured

of individuals referred, # of individuals enrolled, # of individuals permanently housed, # of individuals engaged with ongoing behavioral health services.

Lead Entity for Key Action 45

San Diego County

Collaborating entity/ies for Key Action 45

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 45

Milestones for Key Action 45	Target dates for Key Action 45 milestones
Continuous engagement of individuals with SMI.	6/30/2029

Target date for completing Key Action 45
6/30/2029

Funding Sources for Key Action 45

Funding Sources for Key Action 45

Funding source	Description of how the funding will contribute to the achievement of Key Action 45	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
County General Purpose Revenue	Interim shelter beds reduce unsheltered/sheltered homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 45.

Equity Areas for Key Action 45

Equity area	Description of how Key Action 45 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	66% of those experiencing homelessness in California in 2022 report having mental health conditions. Ensuring that individuals who have high behavioral health needs have access to supportive housing ensures housing retention and ongoing increase in life expectancy and quality of life and reduces the overall homeless population across the region.
Housing Placements	66% of those experiencing homelessness in California in 2022 report having mental health conditions. Ensuring that individuals who have high behavioral health needs have access to supportive housing ensures housing retention and ongoing increase in life expectancy and quality of life and reduces the overall homeless population across the region.
Housing Retention	66% of those experiencing homelessness in California in 2022 report having mental health conditions. Ensuring that individuals who have high behavioral health needs have access to supportive housing ensures housing retention and ongoing increase in life expectancy and quality of life and reduces the overall homeless population across the region.

Key Action 46

Description

Homefinder- Provides 180 permanent supportive housing subsidies through the City of San Diego Housing Commission for clients experiencing chronic homelessness in the City of San Diego’s Housing Commission jurisdiction and have a Serious Mental Illness (SMI).

Identify which CA SPM(s) will be improved by Key Action 46 and how.

SPM Improvement Plan for Key Action 46

CA SPM	Specific description of how Key Action 46 will improve this CA SPM
CA SPM 1a	Assists people with Serious Mental Illness with permanent supportive housing units and treatment, reducing the number of individuals experiencing chronic homelessness.
CA SPM 7.1a	Assists people with Serious Mental Illness with permanent supportive housing units and treatment, reducing the number of individuals experiencing chronic homelessness.
CA SPM 1b	Assists people with Serious Mental Illness with permanent supportive housing units and treatment, reducing the number of individuals experiencing chronic unsheltered homelessness.
CA SPM 7.1b	Assists people with Serious Mental Illness with permanent supportive housing units and treatment, reducing the number of individuals experiencing chronic unsheltered homelessness.
CA SPM 4	Reduces the amount of time individuals with SMI experience homelessness
CA SPM 7.4	Reduces the amount of time individuals with SMI experience homelessness
CA SPM 5	Reduces returns to homelessness by providing wrap around supportive services.
CA SPM 7.5	Reduces returns to homelessness by providing wrap around supportive services for individuals with a serious mental illness

Clear metric for how success of Key Action 46 will be measured

of individuals referred, # of individuals enrolled, # of individuals permanently housed, # of individuals who retain housing.

Lead Entity for Key Action 46

San Diego County

Collaborating entity/ies for Key Action 46

County Behavioral Health Services, City of San Diego Housing Commission, Alpha Project for the Homeless.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 46

Milestones for Key Action 46	Target dates for Key Action 46 milestones
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Target date for completing Key Action 46
6/30/2029

Funding Sources for Key Action 46

Funding Sources for Key Action 46

Funding source	Description of how the funding will contribute to the achievement of Key Action 46	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Mental Health Services Act and Behavioral Health Services Act	Increases successful exits to permanent supportive housing ending sheltered/unsheltered homelessness and provides wrap around support for SMI to reduce returns to homelessness	
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Identify which of the following equity improvement areas will be addressed by Key Action 46.

Equity Areas for Key Action 46

Equity area	Description of how Key Action 46 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	66% of those experiencing homelessness in California in 2022 report having a diagnosed mental health condition. Ensuring that individuals who have high behavioral health needs have access to supportive housing ensures housing retention and an ongoing increase in life expectancy and quality of life and reduces the overall homelessness across the region.
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Housing Placements	66% of those experiencing homelessness in California in 2022 report having a diagnosed mental health condition. Ensuring that individuals who have high behavioral health needs have access to supportive housing ensures housing retention and an ongoing increase in life expectancy and quality of life and reduces the overall homelessness across the region.
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Housing Retention	66% of those experiencing homelessness in California in 2022 report having a diagnosed mental health condition. Ensuring that individuals who have high behavioral health needs have access to supportive housing ensures housing retention and an ongoing increase in life expectancy and quality of life and reduces the overall homelessness across the region.
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Key Action 47

Description

Adult Drug Court (North, South, East, Central)- Provides outpatient substance use services and care coordination for justice involved clients with a substance use disorder and links those who are homeless or at risk of being homeless to various housing options.

Identify which CA SPM(s) will be improved by Key Action 47 and how.

SPM Improvement Plan for Key Action 47

CA SPM	Specific description of how Key Action 47 will improve this CA SPM
CA SPM 1a	Addresses substance use disorder (SUD) with outpatient treatment and provides referrals to shelter to reduce the number of individuals experiencing homelessness
CA SPM 7.1a	Addresses substance use disorder (SUD) with outpatient treatment and provides referrals to shelter to reduce the number of individuals experiencing homelessness
CA SPM 1b	Addresses substance use disorder (SUD) with outpatient treatment and provides referrals to shelter to reduce the number of individuals experiencing unsheltered homelessness
CA SPM 7.1b	Addresses substance use disorder (SUD) with outpatient treatment and provides referrals to shelter to reduce the number of individuals experiencing unsheltered homelessness
CA SPM 3	Provides stability services and treatment for SUD as well as pathways to permanent housing
CA SPM 7.3	Provides stability services and treatment for SUD as well as pathways to permanent housing
CA SPM 5	Provides stability services and treatment for SUD as well as pathways to permanent housing with supportive services to ensure retention of permanent housing.
CA SPM 7.5	Provides stability services and treatment for SUD as well as pathways to permanent housing with supportive services to ensure retention of permanent housing.

Clear metric for how success of Key Action 47 will be measured

of individuals referred, # of individuals enrolled, # of individuals who do not become incarcerated, # of individuals who enroll in and complete SUD treatment, # of individuals who obtain permanent housing, # of individuals who retain housing.

Lead Entity for Key Action 47

San Diego County

Collaborating entity/ies for Key Action 47

San Diego County Superior Court - Central, East, North, and South, Local Police Departments, County Probation Department, County District Attorney, County Office of the Public Defender

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 47

Milestones for Key Action 47	Target dates for Key Action 47 milestones
Continuous referrals and enrollments for eligible individuals	6/30/2029

Target date for completing Key Action 47

Funding Sources for Key Action 47

Funding Sources for Key Action 47

Funding source	Description of how the funding will contribute to the achievement of Key Action 47	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Drug Medi-Cal Organized Delivery System (DMC-ODS),	Provides SUD treatment and referrals to shelter and permanent housing	
County General Purpose Revenue	Provides SUD treatment and referrals to shelter and permanent housing	
State General Fund	Provides SUD treatment and referrals to shelter and permanent housing	

Identify which of the following equity improvement areas will be addressed by Key Action 47.

Equity Areas for Key Action 47

Equity area	Description of how Key Action 47 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Nationwide, Black individuals represent 21% of drug court participants. Black San Diegans experience a disproportional rate of homelessness than Whites. This program provides wrap around services including housing referrals and treatment to prevent further incarceration. The participation in drug court also is 2:1 male.
Housing Placements	Nationwide, Black individuals represent 21% of drug court participants. Black San Diegans experience a disproportional rate of homelessness than Whites. This program provides wrap around services including housing referrals and treatment to prevent further incarceration. The participation in drug court also is 2:1 male.
Housing Retention	Nationwide, Black individuals represent 21% of drug court participants. Black San Diegans experience a disproportional rate of homelessness than Whites. This program provides wrap around services including housing referrals and treatment to prevent further incarceration. The participation in drug court also is 2:1 male.

Key Action 48

Description

Just Be U (JBU) is a program for Transition Age Youth (TAY) ages 18-25 who have Severe Mental Illness (SMI) or at risk for SMI, and may also have a co-occurring substance use disorder, are homeless

or at risk of homelessness, are unconnected to services, and are repeat utilizers of acute/emergency mental health services. The program provides 24 hours a day/7 day a week care for up to 120 days for recuperative services that incorporates restorative and rehabilitative and supportive services specifically tailored to meet all life domains for this subpopulation of TAY. Program expectations include creatively engaging and connecting these TAY to all needed services including ongoing behavioral health services and treatment as well as providing TAY Peer mentorship to TAY upon completion of the program.

Identify which CA SPM(s) will be improved by Key Action 48 and how.

SPM Improvement Plan for Key Action 48

CA SPM	Specific description of how Key Action 48 will improve this CA SPM
CA SPM 1a	In providing shelter and treatment, this program reduces the number of individuals experiencing homelessness.
CA SPM 7.1a	In providing shelter and treatment for youth with Serious Mental Illness (SMI), this program reduces the number of individuals experiencing homelessness.
CA SPM 1b	In providing shelter and treatment, this program reduces the number of individuals experiencing unsheltered homelessness.
CA SPM 7.1b	In providing shelter and treatment for youth with Serious Mental Illness (SMI), this program reduces the number of individuals experiencing unsheltered homelessness.
CA SPM 3	Provides referrals for permanent housing increasing successful exits to housing
CA SPM 7.3	Provides referrals for permanent housing increasing successful exits to housing for individuals with SMI
CA SPM 6	Outreach workers refer clients reducing the number of people experiencing homelessness by providing shelter and pathways to permanent housing exits
CA SPM 7.6	Outreach workers refer clients reducing the number of people experiencing homelessness by providing shelter, SMI treatment, and pathways to permanent housing exits

Clear metric for how success of Key Action 48 will be measured

of individuals referred, # of individuals enrolled, # of individuals who do not become incarcerated, # of individuals who enroll in and complete substance use disorder (SUD) treatment, # of individuals who obtain permanent housing, # of individuals who retain housing.

Lead Entity for Key Action 48

San Diego County

Collaborating entity/ies for Key Action 48

Urban Street Angels

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 48

Milestones for Key Action 48	Target dates for Key Action 48 milestones
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Target date for completing Key Action 48

6/30/2029

Funding Sources for Key Action 48

Funding Sources for Key Action 48

Funding source	Description of how the funding will contribute to the achievement of Key Action 48	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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County General Purpose Revenue	Funds programs for individuals with serious mental illness who are at risk of or experiencing homelessness with behavioral health services and housing outcomes.	
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Identify which of the following equity improvement areas will be addressed by Key Action 48.

Equity Areas for Key Action 48

Equity area	Description of how Key Action 48 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	Youth with SMI and a SUD have specific needs. This program provides wrap around services to first address housing and provides wrap around services while in the program. The program provides transitions to other supportive housing and permanent housing placements after this program and ongoing aftercare for sobriety and harm reduction and behavioral health treatment and medication management
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Housing Placements	Youth with SMI and a SUD have specific needs. This program provides wrap around services to first address housing and provides wrap around services while in the program. The program provides transitions to other supportive housing and permanent housing placements after this program and ongoing aftercare for sobriety and harm reduction and behavioral health treatment and medication management
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Housing Retention	Youth with SMI and a SUD have specific needs. This program provides wrap around services to first address housing and provides wrap around services while in the program. The program provides transitions to other supportive housing and permanent housing placements after this program and ongoing aftercare for sobriety and harm reduction and behavioral health treatment and medication management
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Key Action 49

Description

Tenant Peer Support Services (TPSS) provides housing navigation, tenancy support, and time-limited rental assistance for individuals experiencing homelessness in San Diego County. It connects clients to Permanent Supportive Housing across 16 developments and 359 units. Guided by a Housing First approach, TPSS reduces barriers, promotes housing readiness, and supports a smooth transition to long-term stability.

Identify which CA SPM(s) will be improved by Key Action 49 and how.

SPM Improvement Plan for Key Action 49

CA SPM	Specific description of how Key Action 49 will improve this CA SPM
CA SPM 1a	Assists individuals with mental illness with entering permanent supportive housing which reduces the number of people experiencing homelessness
CA SPM 7.1a	Assists individuals with mental illness with entering permanent supportive housing which reduces the number of people experiencing homelessness
CA SPM 1b	Assists individuals with mental illness with entering permanent supportive housing which reduces the number of people experiencing unsheltered homelessness
CA SPM 7.1b	Assists individuals with mental illness with entering permanent supportive housing which reduces the number of people experiencing unsheltered homelessness
CA SPM 3	Assists with locating unit for permanent supportive housing and ensuring wrap around supports
CA SPM 7.3	Assists with locating unit for permanent supportive housing for individuals with mental illness and ensuring wrap around supports
CA SPM 5	Prevents returns to homelessness by providing affordable units with wrap around supportive services, treatment and case management.
CA SPM 7.5	Prevents returns to homelessness by providing affordable units with wrap around supportive services, treatment and case management.

Clear metric for how success of Key Action 49 will be measured

of individuals referred, # of individuals enrolled, # of individuals who engage with behavioral health services, # of individuals who obtain permanent housing, # of individuals who retain housing.

Lead Entity for Key Action 49

San Diego County

Collaborating entity/ies for Key Action 49

Alpha Project for the Homeless

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 49

Milestones for Key Action 49	Target dates for Key Action 49 milestones
Continuous referrals and enrollments for eligible individuals	6/30/2029

Target date for completing Key Action 49
6/30/2029

Funding Sources for Key Action 49

Funding Sources for Key Action 49

Funding source	Description of how the funding will contribute to the achievement of Key Action 49	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Mental Health Services Act and Behavioral Health Services Act	Assists with shelter, services, treatment coordination and permanent supportive housing services.	

Identify which of the following equity improvement areas will be addressed by Key Action 49.

Equity Areas for Key Action 49

Equity area	Description of how Key Action 49 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	This program directly works with people experiencing homelessness with a need for supportive housing. In the 2024 Point in Time Count, Blacks represented nearly 15% of the overall unsheltered population while they represent approximately 5% of the overall population. The 2024 PITC also shows that over 20% of those unsheltered identify as Hispanic. This program directly assists with placements into permanent supportive housing units with wrap-around supports.
Housing Placements	This program directly works with people experiencing homelessness with a need for supportive housing. In the 2024 Point in Time Count, Blacks represented nearly 15% of the overall unsheltered population while they represent approximately 5% of the overall population. The 2024 PITC also shows that over 20% of those unsheltered identify as Hispanic. This program directly assists with placements into permanent supportive housing units with wrap-around supports.
Housing Retention	This program directly works with people experiencing homelessness with a need for supportive housing. In the 2024 Point in Time Count, Blacks represented nearly 15% of the overall unsheltered population while they represent approximately 5% of the overall population. The 2024 PITC also shows that over 20% of those unsheltered identify as Hispanic. This program directly assists with placements into permanent supportive housing units with wrap-around supports.

Key Action 50

Description

Uptown Safe Haven is a 19 bed, 24-hour adult transitional residential program with supportive services

for residents who are experiencing homelessness and have serious mental illness.

Identify which CA SPM(s) will be improved by Key Action 50 and how.

SPM Improvement Plan for Key Action 50

CA SPM	Specific description of how Key Action 50 will improve this CA SPM
CA SPM 1a	Provides transitional shelter for people experiencing homelessness with a serious mental illness. Reduces rates of individuals experiencing homelessness
CA SPM 7.1a	Provides transitional shelter for people experiencing homelessness with a serious mental illness. Reduces rates of individuals experiencing homelessness
CA SPM 1b	Provides transitional shelter for people experiencing homelessness with a serious mental illness. Reduces rates of individuals experiencing unsheltered homelessness
CA SPM 7.1b	Provides transitional shelter for people experiencing homelessness with a serious mental illness. Reduces rates of individuals experiencing unsheltered homelessness

Clear metric for how success of Key Action 50 will be measured

of individuals referred, # of individuals enrolled, # of individuals who engage with behavioral health services, # of individuals who obtain transitional housing.

Lead Entity for Key Action 50

San Diego County

Collaborating entity/ies for Key Action 50

San Diego Housing Commission, Episcopal Community Services

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 50

Milestones for Key Action 50	Target dates for Key Action 50 milestones
Continuous referrals and enrollments for eligible individuals.	6/30/2029

Target date for completing Key Action 50

6/30/2029

Funding Sources for Key Action 50

Funding Sources for Key Action 50

Funding source	Description of how the funding will contribute to the achievement of Key Action 50	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Mental Health Services Act and Behavioral Health Services Act	Provides transitional shelter with wrap around behavioral health supports to prevent homelessness and offer ongoing	

case management to prevent returns to sheltered/unsheltered homelessness.

Identify which of the following equity improvement areas will be addressed by Key Action 50.

Equity Areas for Key Action 50

Equity area	Description of how Key Action 50 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	66% of those experiencing homelessness in California in 2022 report having a diagnosed mental health condition. Ensuring that individuals who have high behavioral health needs have access to supportive housing ensures housing retention and an ongoing increase in life expectancy and quality of life and reduces the overall homelessness across the region.
Housing Placements	66% of those experiencing homelessness in California in 2022 report having a diagnosed mental health condition. Ensuring that individuals who have high behavioral health needs have access to supportive housing ensures housing retention and an ongoing increase in life expectancy and quality of life and reduces the overall homelessness across the region.

Key Action 51

Description

Strengths-Based Case Management (SBCM) programs assist clients to access needed mental health, medical, educational, social, prevocational, vocational, housing supports and rehabilitative or other community services.

Identify which CA SPM(s) will be improved by Key Action 51 and how.

SPM Improvement Plan for Key Action 51

CA SPM	Specific description of how Key Action 51 will improve this CA SPM
CA SPM 1a	Assists individuals who may be experiencing homelessness and have a mental health need with referrals to interim and permanent housing
CA SPM 7.1a	Assists individuals who may be experiencing homelessness and have a mental health need with referrals to interim and permanent housing
CA SPM 1b	Assists individuals who may be experiencing unsheltered homelessness and have a mental health need with referrals to interim and permanent housing
CA SPM 7.1b	Assists individuals who may be experiencing unsheltered homelessness and have a mental health need with referrals to interim and permanent housing

Clear metric for how success of Key Action 51 will be measured

of individuals referred, # of individuals enrolled, # of individuals who engage with behavioral health services, # of individuals who obtain transitional housing.

Lead Entity for Key Action 51

San Diego County

Collaborating entity/ies for Key Action 51

TURN Behavioral Health Services dba Mental Health Systems, Inc., Community Research Foundation, Telecare Corporation

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 51

Milestones for Key Action 51	Target dates for Key Action 51 milestones
Continuous referrals and enrollments for eligible individuals.	6/30/2029

Target date for completing Key Action 51
6/30/2029

Funding Sources for Key Action 51

Funding Sources for Key Action 51

Funding source	Description of how the funding will contribute to the achievement of Key Action 51	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Short-Doyle/Medi-Cal Funding (SDMC)	Provides services, treatment and housing referrals to reduce the number of individuals experiencing homelessness	
Mental Health Services Act and Behavioral Health Services Act	Provides services, treatment and housing referrals to reduce the number of individuals experiencing homelessness	
County General Purpose Revenue	Provides services, treatment and housing referrals to reduce the number of individuals experiencing homelessness	
State General Funds	Provides services, treatment and housing referrals to reduce the number of individuals experiencing homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 51.

Equity Areas for Key Action 51

Equity area	Description of how Key Action 51 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	For individuals with mental health needs, housing is a key determinate of health and behavioral health outcomes. Stable housing increases engagement with medical and behavioral health services and medication management. This program provides ongoing wrap around support for individuals on Medi-Cal who are low income and at risk of homelessness.
Housing Placements	For individuals with mental health needs, housing is a key determinate of health and behavioral health outcomes. Stable housing increases engagement with medical and behavioral health services and medication management. This program provides ongoing wrap around support for individuals on Medi-Cal who are low income and at risk of homelessness.
Housing Retention	For individuals with mental health needs, housing is a key determinate of health and behavioral health outcomes. Stable housing increases engagement with medical and behavioral health services and medication management. This program provides ongoing wrap around support for individuals on Medi-Cal who are low income and at risk of homelessness.

Key Action 52

Description

Short Term and Bridge Housing Program provides shelter beds on a short-term (up to 60 days) and bridge/transitional (60-270 days) basis while waiting for permanent housing options to become available. Participants are referred by the County’s San Diego Homeless Outreach Program (SD-HOP).

Identify which CA SPM(s) will be improved by Key Action 52 and how.

SPM Improvement Plan for Key Action 52

CA SPM	Specific description of how Key Action 52 will improve this CA SPM
CA SPM 1a	Assists individuals with mental illness in accessing interim shelter with treatment, reducing the number of people who are experiencing homelessness.
CA SPM 7.1a	Assists individuals with mental illness in accessing interim shelter with treatment, reducing the number of people who are experiencing homelessness.
CA SPM 1b	Assists individuals with mental illness in accessing interim shelter with treatment, reducing the number of people who are experiencing unsheltered homelessness.
CA SPM 7.1b	Assists individuals with mental illness in accessing interim shelter with treatment, reducing the number of people who are experiencing unsheltered homelessness.
CA SPM 3	Assist with long term permanent housing placements, increasing the number of successful exits to permanent housing
CA SPM 7.3	Assist with long term permanent housing placements, increasing the number of successful exits to permanent housing for people with a mental health diagnosis
CA SPM 4	Reduces the length of time an individual experiences homelessness by providing shelter beds and transitional beds
CA SPM 7.4	Reduces the length of time an individual experiences homelessness by providing

shelter beds and transitional beds for people with a mental health diagnosis

CA SPM 5 Prevents returns to homelessness by creating detailed housing plans and wrap around treatment and support.

CA SPM 7.5 Prevents returns to homelessness by creating detailed housing plans and wrap around treatment and support for people with a mental illness

CA SPM 6 Referrals are made through the San Diego Homeless Outreach Team. By connecting to interim, transitional and permanent housing placement, this will increase successful placements from street outreach to housing.

CA SPM 7.6 Referrals are made through the San Diego Homeless Outreach Team. By connecting to interim, transitional and permanent housing placement, this will increase successful placements from street outreach to housing for people with a mental illness diagnosis.

Clear metric for how success of Key Action 52 will be measured

of individuals referred, # of individuals enrolled, # of individuals who engage with behavioral health services, # of individuals who obtain transitional housing.

Lead Entity for Key Action 52

San Diego County

Collaborating entity/ies for Key Action 52

Short Term Bridge Housing providers, Adult Outpatient Clinics (mental health), City of San Diego Homeless Strategies and Solutions department, PATH, Interfaith Community Services, Urban Street Angels, Ricks Independent Living, Stars and Stripes, and community-based organizations, Independent Living Homes, Board and Care Facilities

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 52

Milestones for Key Action 52

Target dates for Key Action 52 milestones

Continuous referrals and enrollments for eligible individuals

6/30/2029

Target date for completing Key Action 52

6/30/2029

Funding Sources for Key Action 52

Funding Sources for Key Action 52

Funding source

Description of how the funding will contribute to the achievement of Key Action 52

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Mental Health Services Act and Behavioral Health Services Act

Provides interim shelter while awaiting other longer term permanent housing solutions while providing treatment.

Identify which of the following equity improvement areas will be addressed by Key Action 52.

Equity Areas for Key Action 52

Equity area	Description of how Key Action 52 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	This program provides short term beds for individuals within the behavioral health system of care and reduces unsheltered homelessness, prevents new exits to homelessness and assists with permanent housing placements. Ensuring equal access to housing resources ensures equity within the service delivery outcomes.
Housing Placements	This program provides short term beds for individuals within the behavioral health system of care and reduces unsheltered homelessness, prevents new exits to homelessness and assists with permanent housing placements. Ensuring equal access to housing resources ensures equity within the service delivery outcomes.
Housing Retention	This program provides short term beds for individuals within the behavioral health system of care and reduces unsheltered homelessness, prevents new exits to homelessness and assists with permanent housing placements. Ensuring equal access to housing resources ensures equity within the service delivery outcomes.

Key Action 53

Description

Serial Inebriate Program (SIP) provides outpatient substance use services and care coordination for clients with alcohol use disorders and links those who are homeless or at risk of being homeless to various housing options.

Identify which CA SPM(s) will be improved by Key Action 53 and how.

SPM Improvement Plan for Key Action 53

CA SPM	Specific description of how Key Action 53 will improve this CA SPM
CA SPM 1a	Assists individuals with substance use disorder (SUD) with care coordination and referrals to interim and permanent housing units, reducing the number of individuals experiencing homelessness.
CA SPM 7.1a	Assists individuals with substance use disorder (SUD) with care coordination and referrals to interim and permanent housing units, reducing the number of individuals experiencing homelessness.
CA SPM 1b	Assists individuals with substance use disorder (SUD) with care coordination and referrals to interim and permanent housing units, reducing the number of individuals experiencing unsheltered homelessness.
CA SPM 7.1b	Assists individuals with substance use disorder (SUD) with care coordination and referrals to interim and permanent housing units, reducing the number of individuals

experiencing unsheltered homelessness.

CA SPM 3	Provides referrals for individuals for treatment and permanent housing increasing successful exits to permanent housing
CA SPM 7.3	Provides referrals for individuals for treatment and permanent housing increasing successful exits to permanent housing
CA SPM 5	Prevents returns to homelessness by providing long term wrap around treatment and case management.
CA SPM 7.5	Prevents returns to homelessness by providing long term wrap around treatment and case management.

Clear metric for how success of Key Action 53 will be measured

of individuals referred, # of individuals enrolled, # of individuals who engage with behavioral health services or substance use disorder treatment services, # of individuals who obtain permanent housing, # of individuals who do not reoffend.

Lead Entity for Key Action 53

San Diego County

Collaborating entity/ies for Key Action 53

City of San Diego Housing Commission, City of San Diego Police Department, Mental Health Systems, Inc.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 53

Milestones for Key Action 53	Target dates for Key Action 53 milestones
Continuous referrals and enrollments for eligible individuals.	6/30/2029

Target date for completing Key Action 53

6/30/2029

Funding Sources for Key Action 53

Funding Sources for Key Action 53

Funding source	Description of how the funding will contribute to the achievement of Key Action 53	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Drug Medi-Cal Organized Delivery System (DMC-ODS),	Provides interim housing and permanent housing referrals for individuals with SUD	
County General Purpose Revenue	Provides interim housing and permanent housing referrals for individuals with SUD	

State General Fund

Provides interim housing and permanent housing referrals for individuals with SUD

Identify which of the following equity improvement areas will be addressed by Key Action 53.

Equity Areas for Key Action 53

Equity area	Description of how Key Action 53 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	The SIP program referrals are mostly males. Those at risk of homelessness or experiencing homelessness are provided intensive program support. The program provides long term substance use disorder treatment both on site and outpatient and assists with housing placement.
Housing Placements	The SIP program referrals are mostly males. Those at risk of homelessness or experiencing homelessness are provided intensive program support. The program provides long term substance use disorder treatment both on site and outpatient and assists with housing placement.
Housing Retention	The SIP program referrals are mostly males. Those at risk of homelessness or experiencing homelessness are provided intensive program support. The program provides long term substance use disorder treatment both on site and outpatient and assists with housing placement.

Key Action 54

Description

San Diego Homeless Outreach Program (SD-HOP)- Outpatient substance use disorder treatment and case management services for individuals with an Alcohol Use Disorder who are homeless or at risk of being homeless. Target population is serial inebriates (chronic, homeless alcoholics in detox centers, County jail, and local emergency rooms for alcohol use). Case management services link clients to mental health, physical health, financial, and housing resources. Program provides street outreach in all regions to engage individuals with behavioral health issues. Supportive services include document readiness and connection to treatment. Information is tracked in the Homeless Management Information System (HMIS) for an Annual Progress Report.

Identify which CA SPM(s) will be improved by Key Action 54 and how.

SPM Improvement Plan for Key Action 54

CA SPM	Specific description of how Key Action 54 will improve this CA SPM
CA SPM 1a	Outreach teams identify individuals who may benefit and offer treatment, ongoing case management, interim and permanent housing referrals which reduces the number of people experiencing homelessness.
CA SPM 7.1a	Outreach teams identify individuals who may benefit and offer treatment, ongoing case management, interim and permanent housing referrals which reduces the number of people experiencing homelessness.

CA SPM 1b	Outreach teams identify individuals who may benefit and offer treatment, ongoing case management, interim and permanent housing referrals which reduces the number of people experiencing unsheltered homelessness.
CA SPM 7.1b	Outreach teams identify individuals who may benefit and offer treatment, ongoing case management, interim and permanent housing referrals which reduces the number of people experiencing unsheltered homelessness.
CA SPM 3	Referrals are made to permanent housing options along with ongoing treatment and case management resulting in increased successful placements into permanent housing.
CA SPM 7.3	Referrals are made to permanent housing options along with ongoing treatment and case management resulting in increased successful placements into permanent housing for people with substance use disorder.
CA SPM 5	Prevents returns to sheltered/unsheltered homelessness
CA SPM 7.5	Prevents returns to sheltered/unsheltered homelessness for people with SUD
CA SPM 6	Outreach services identify individuals who may benefit from the program and make referrals to interim housing and treatment services creating successful placements
CA SPM 7.6	Outreach services identify individuals who may benefit from the program and make referrals to interim housing and treatment services creating successful placements for individuals with alcohol disorder.

Clear metric for how success of Key Action 54 will be measured

of individuals engaged, # of individuals enrolled, # of individuals who engage with behavioral health services or SUD treatment services, # of individuals who obtain permanent housing.

Lead Entity for Key Action 54

San Diego County

Collaborating entity/ies for Key Action 54

Short Term Bridge Housing providers, Adult Outpatient Clinics (mental health), City of San Diego Homeless Strategies and Solutions department, PATH, Interfaith Community Services, Urban Street Angels, Ricks Independent Living, Stars and Stripes, and community-based organizations.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 54

Milestones for Key Action 54	Target dates for Key Action 54 milestones
Continuous referrals and enrollments for eligible individuals.	6/30/2029

Target date for completing Key Action 54

6/30/2029

Funding Sources for Key Action 54

Funding Sources for Key Action 54

Funding source	Description of how the funding will contribute to the achievement of Key Action 54	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Drug Medi-Cal Organized Delivery System (DMC-ODS)	Funding allows for outreach and services to people experiencing homelessness or at risk who have alcohol dependency. Assisting individuals who exit institutions with case management and services rather than exit to homelessness.	
County General Purpose Revenue	Funding allows for outreach and services to people experiencing homelessness or at risk who have alcohol dependency. Assisting individuals who exit institutions with case management and services rather than exit to homelessness.	
State General Funds	Funding allows for outreach and services to people experiencing homelessness or at risk who have alcohol dependency. Assisting individuals who exit institutions with case management and services rather than exit to homelessness.	

Identify which of the following equity improvement areas will be addressed by Key Action 54.

Equity Areas for Key Action 54

Equity area	Description of how Key Action 54 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	The SIP program referrals are mostly males. Those at risk of homelessness or experiencing homelessness are provided intensive program support. The program provides long term substance use disorder treatment both on site and outpatient and assists with housing placement.
Housing Placements	The SIP program referrals are mostly males. Those at risk of homelessness or experiencing homelessness are provided intensive program support. The program provides long term substance use disorder treatment both on site and outpatient and assists with housing placement.
Housing Retention	The SIP program referrals are mostly males. Those at risk of homelessness

or experiencing homelessness are provided intensive program support. The program provides long term substance use disorder treatment both on site and outpatient and assists with housing placement.

Key Action 55

Description

Rachel's Women's Center provides Supportive services provider for women experiencing homelessness and who have behavioral health conditions. Services include education and connection to community-based resources. Provides day center drop-in services.

Identify which CA SPM(s) will be improved by Key Action 55 and how.

SPM Improvement Plan for Key Action 55

CA SPM	Specific description of how Key Action 55 will improve this CA SPM
CA SPM 1a	Assists women experiencing homelessness with resources and referrals to interim housing reducing the number of people experiencing homelessness.
CA SPM 7.1b	Assists women experiencing homelessness with resources and referrals to interim housing reducing the number of people experiencing unsheltered homelessness.
CA SPM 7.1a	Assists women experiencing homelessness with resources and referrals to interim housing reducing the number of people experiencing homelessness that have a mental illness
CA SPM 7.1b	Assists women experiencing homelessness with resources and referrals to interim housing reducing the number of people experiencing unsheltered homelessness that have a mental illness

Clear metric for how success of Key Action 55 will be measured

of individuals visiting the center, # of individuals referred to services.

Lead Entity for Key Action 55

San Diego County

Collaborating entity/ies for Key Action 55

Community Research Foundation, Jane Westin Center.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 55

Milestones for Key Action 55	Target dates for Key Action 55 milestones
Continuous referrals and enrollments for eligible individuals.	6/30/2029

Target date for completing Key Action 55

6/30/2029

Funding Sources for Key Action 55

Funding Sources for Key Action 55

Funding source	Description of how the funding will contribute to the achievement of Key Action 55	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
County General Purpose Revenue	The program is located in downtown San Diego and has continuous outreach, case management and service referrals and includes an onsite shelter. This center assists women experiencing homelessness and allows daily access to services including behavioral health services, case management and housing navigation thus reducing the number of people experiencing homelessness.	

Identify which of the following equity improvement areas will be addressed by Key Action 55.

Equity Areas for Key Action 55

Equity area	Description of how Key Action 55 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Females are vulnerable to violence, coercion and sexual violence during episodes of unsheltered homelessness. Rachel’s Women’s center provides safety, access to hygiene activities, referrals to services and access to housing resources such as shelter and housing navigation.

Key Action 56

Description

Recovery and Bridge Center (RBC) Provides non-medical sobering services to adults who are intoxicated or inebriated and who are brought to the program via health, safety, and/or law enforcement. The RBC is open 24/7 and offers different levels of sobering services based on the needs of the individuals who are referred to and transported to the facility by health, safety, and/or law enforcement agencies. It serves a diverse range of adults, offering participants the opportunity to stay at the center for a minimum of four (4) hours for sobering purposes as appropriate. This is not a program that specifically targets the homeless population but will make appropriate referrals to ongoing services which may include housing for individuals at risk of or experiencing homelessness.

Identify which CA SPM(s) will be improved by Key Action 56 and how.

SPM Improvement Plan for Key Action 56

CA SPM	Specific description of how Key Action 56 will improve this CA SPM
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CA SPM 1a	Assists with detoxification services and can make referrals for shelter or longer-term treatment options which can reduce the number of people experiencing homelessness
CA SPM 1b	Assists with detoxification services and can make referrals for shelter or longer-term treatment options which can reduce the number of people experiencing unsheltered homelessness
CA SPM 7.1a	Assists with detoxification services and can make referrals for shelter or longer-term treatment options which can reduce the number of people experiencing homelessness
CA SPM 7.1b	Assists with detoxification services and can make referrals for shelter or longer-term treatment options which can reduce the number of people experiencing unsheltered homelessness
CA SPM 4	Can reduce length of time experiencing homelessness if the individual with SUD accepts a shelter referral
CA SPM 7.4	Can reduce length of time experiencing homelessness if the individual with SUD accepts a shelter referral

Clear metric for how success of Key Action 56 will be measured

of individuals visiting the center, # of individuals referred to services.

Lead Entity for Key Action 56

San Diego County

Collaborating entity/ies for Key Action 56

McAlister Institute for Treatment and Education, Inc.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 56

Milestones for Key Action 56	Target dates for Key Action 56 milestones
Continuous referrals and enrollments for eligible individuals.	6/30/2029

Target date for completing Key Action 56

6/30/2029

Funding Sources for Key Action 56

Funding Sources for Key Action 56

Funding source	Description of how the funding will contribute to the achievement of Key Action 56	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Tobacco Settlement	Program assists individuals who may be at risk of homelessness with substance use.	

County General Purpose Revenue

Program assists individuals who may be at risk of homelessness with substance use.

Identify which of the following equity improvement areas will be addressed by Key Action 56.

Equity Areas for Key Action 56

Equity area	Description of how Key Action 56 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	This program assists individuals and the community with short-term detoxification services. This program can link to other community-based programs and services to ensure stability after exit.
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Key Action 57

Description

Sober and Friendly Environment (SAFE) Housing provides transitional sober housing in a residential environment for parents, and their dependent children, active to the Child and Family Well-Being (CFWB) department with a court-ordered family reunification plan and who have completed a substance use disorder treatment program.

Identify which CA SPM(s) will be improved by Key Action 57 and how.

SPM Improvement Plan for Key Action 57

CA SPM	Specific description of how Key Action 57 will improve this CA SPM
CA SPM 1a	Assists parents who may be experiencing homelessness with transitional housing for reunification. This reduces the number of people experiencing homelessness
CA SPM 7.1a	Assists parents who may be experiencing homelessness with treatment and transitional housing for reunification. This reduces the number of people experiencing homelessness
CA SPM 1b	Assists parents who may be experiencing homelessness with transitional housing for reunification. This reduces the number of people experiencing unsheltered homelessness
CA SPM 7.1b	Assists parents who may be experiencing unsheltered homelessness with treatment and transitional housing for reunification. This reduces the number of people experiencing homelessness
CA SPM 5	Referrals to permanent housing to facilitate the family reunification results in successful exits to permanent housing.
CA SPM 7.5	Referrals to permanent housing for individuals with an SUD history to facilitate the family reunification results in successful exits to permanent housing.

Clear metric for how success of Key Action 57 will be measured

of individuals referred, # of individuals enrolled, # of individuals who complete SUD treatment, # of

individuals who obtain permanent housing.

Lead Entity for Key Action 57

San Diego County

Collaborating entity/ies for Key Action 57

County Child and Family Well-Being, McAlister Institute for Treatment and Education.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 57

Milestones for Key Action 57	Target dates for Key Action 57 milestones
Continuous referrals and enrollments for eligible individuals and their families through Child and Family Well Being	6/30/2029

Target date for completing Key Action 57

6/30/2029

Funding Sources for Key Action 57

Funding Sources for Key Action 57

Funding source	Description of how the funding will contribute to the achievement of Key Action 57	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
CalWORKs	Assists families with SUD history involved with child welfare by providing transitional housing to assist with family reunification. Ongoing treatment, support and case management along with referrals and housing navigation assist with successful exits to permanent housing.	

Identify which of the following equity improvement areas will be addressed by Key Action 57.

Equity Areas for Key Action 57

Equity area	Description of how Key Action 57 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	This program assists families with parents who are enrolled in child welfare services with supportive transitional housing with the intent of family reunification and housing placement and retention. These families can include single mothers, single fathers, or two parent home families. The prevalence of substance use disorder (SUD) in the child welfare system is high with estimates anywhere from 40-80% of cases involving at least one parent with a maltreatment allegation. Only a fraction of those receive

treatment. Those that receive intensive treatment and family reunification have better ongoing outcomes and a reduction in future risk of homelessness.

Housing Placements

This program assists families with parents who are enrolled in child welfare services with supportive transitional housing with the intent of family reunification and housing placement and retention. These families can include single mothers, single fathers, or two parent home families. The prevalence of substance use disorder (SUD) in the child welfare system is high with estimates anywhere from 40-80% of cases involving at least one parent with a maltreatment allegation. Only a fraction of those receive treatment. Those that receive intensive treatment and family reunification have better ongoing outcomes and a reduction in future risk of homelessness.

Housing Retention

This program assists families with parents who are enrolled in child welfare services with supportive transitional housing with the intent of family reunification and housing placement and retention. These families can include single mothers, single fathers, or two parent home families. The prevalence of substance use disorder (SUD) in the child welfare system is high with estimates anywhere from 40-80% of cases involving at least one parent with a maltreatment allegation. Only a fraction of those receive treatment. Those that receive intensive treatment and family reunification have better ongoing outcomes and a reduction in future risk of homelessness.

Key Action 58

Description

Outpatient Substance Use Treatment-Perinatal for pregnant and parenting women, including individual and group counseling, care coordination, peer support, childcare, parenting education, recovery services, job search skills, therapeutic services, and recovery residence funding. Program screens all clients at intake for housing status. The program prioritizes available Recovery Residence funding for clients experiencing homelessness. Program provides case management to connect clients with community resources, including housing, and provides job preparation skill-building to support self-sufficiency

Identify which CA SPM(s) will be improved by Key Action 58 and how.

SPM Improvement Plan for Key Action 58

CA SPM	Specific description of how Key Action 58 will improve this CA SPM
CA SPM 1a	Individuals experiencing homelessness are referred and can access recovery residences or receive referrals to shelters reducing the number of people experiencing homelessness
CA SPM 7.1a	Individuals experiencing homelessness with a substance use disorder are referred and can access recovery residences or receive referrals to shelters reducing the number of people experiencing homelessness
CA SPM 1b	Individuals experiencing homelessness are referred and can access recovery residences or receive referrals to shelters reducing the number of people experiencing homelessness

CA SPM 7.1b Individuals experiencing homelessness with a substance use disorder are referred and can access recovery residences or receive referrals to shelters reducing the number of people experiencing unsheltered homelessness

Clear metric for how success of Key Action 58 will be measured

of individuals referred, # of individuals enrolled, # of individuals who complete SUD treatment, # of individuals who obtain permanent housing.

Lead Entity for Key Action 58

San Diego County

Collaborating entity/ies for Key Action 58

Recovery Residence Association, County Child and Family Well-Being, County Probation Department, Federally Qualified Health Centers, Family Health Centers, San Ysidro Health, La Maestra Community Health Center.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 58

Milestones for Key Action 58

Target dates for Key Action 58 milestones

Continuous referrals and enrollments for eligible individuals.

6/30/2029

Target date for completing Key Action 58

6/30/2029

Funding Sources for Key Action 58

Funding Sources for Key Action 58

Funding source

Description of how the funding will contribute to the achievement of Key Action 58

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Drug Medi-Cal Organized Delivery System (DMC-ODS)

Treatment and referrals for pregnant women with SUD and interim shelter, longer term treatment reduces the number of individuals experiencing sheltered/unsheltered homelessness.

Substance Abuse Prevention and Treatment Block Grant

Treatment and referrals for pregnant women with SUD and interim shelter, longer term treatment reduces the number of individuals experiencing sheltered/unsheltered homelessness.

County General Purpose

Treatment and referrals for

Revenue	pregnant women with SUD and interim shelter, longer term treatment reduces the number of individuals experiencing sheltered/unsheltered homelessness.
State General Fund	Treatment and referrals for pregnant women with SUD and interim shelter, longer term treatment reduces the number of individuals experiencing sheltered/unsheltered homelessness.
Tabacco Settlement	Treatment and referrals for pregnant women with SUD and interim shelter, longer term treatment reduces the number of individuals experiencing sheltered/unsheltered homelessness.

Identify which of the following equity improvement areas will be addressed by Key Action 58.

Equity Areas for Key Action 58

Equity area	Description of how Key Action 58 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Assists women who are pregnant with a substance use disorder history with referrals, case management and potentially housing to avoid returning to homelessness
Housing Placements	Assists women who are pregnant with a substance use disorder history with referrals, case management and potentially housing to avoid returning to homelessness

Key Action 59

Description

Perinatal Residential Substance Use Treatment- Residential care and substance use disorder treatment for pregnant and parenting women, including recovery services, case management, mental health care, individual and group therapy, childcare, parenting education, job search skills, therapeutic services for children and case management which includes housing resources

Identify which CA SPM(s) will be improved by Key Action 59 and how.

SPM Improvement Plan for Key Action 59

CA SPM	Specific description of how Key Action 59 will improve this CA SPM
CA SPM 1a	Residential treatment program for pregnant and parenting women that reduces that

number of people experiencing homelessness

CA SPM 3	Referrals to permanent housing with continuous treatment results in an increase in successful exits to permanent housing
CA SPM 7.1a	Residential treatment program for pregnant and parenting women that reduces that number of people experiencing homelessness
CA SPM 7.3	Referrals to permanent housing with continuous treatment results in an increase in successful exits to permanent housing
CA SPM 5	Prevents returns to homelessness
CA SPM 7.5	Prevents returns to homelessness by providing ongoing treatment and case management

Clear metric for how success of Key Action 59 will be measured

of individuals referred, # of individuals enrolled, # of individuals who complete SUD treatment, # of individuals who obtain permanent housing.

Lead Entity for Key Action 59

San Diego County

Collaborating entity/ies for Key Action 59

HealthRight 360, McAlister Institute for Treatment and Education, Mental Health Systems, Inc., New Entra Casa.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 59

Milestones for Key Action 59

Target dates for Key Action 59 milestones

Continuous referrals and enrollments for eligible individuals.

6/30/2029

Target date for completing Key Action 59

6/30/2029

Funding Sources for Key Action 59

Funding Sources for Key Action 59

Funding source

Description of how the funding will contribute to the achievement of Key Action 59

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Drug Medi-Cal Organized Delivery System (DMC-ODS)

Provides ongoing treatment and case management along with residential stays to assist women and their children with obtaining long term housing and sobriety.

County General Purpose Revenue	Provides ongoing treatment and case management along with residential stays to assist women and their children with obtaining long term housing and sobriety.
Substance Abuse Prevention and Treatment Block Grant	Provides ongoing treatment and case management along with residential stays to assist women and their children with obtaining long term housing and sobriety.
State General Funds	Provides ongoing treatment and case management along with residential stays to assist women and their children with obtaining long term housing and sobriety.

Identify which of the following equity improvement areas will be addressed by Key Action 59.

Equity Areas for Key Action 59

Equity area	Description of how Key Action 59 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Assisting women who are pregnant/parenting with wrap around supports and interim and permanent housing reduces the number of people experiencing homelessness and prevents returns to homelessness.
Housing Placements	Assisting women who are pregnant/parenting with wrap around supports and interim and permanent housing reduces the number of people experiencing homelessness and prevents returns to homelessness.

Key Action 60

Description

Outpatient Substance Use Treatment – Adult Recovery Resource Center (RRCs)- These programs serve adults 18 and older, including individual, family and group counseling, care coordination, peer-support, recovery services, job search skills, and the provision of or linkage to medication for addiction treatment. Transitional housing is provided to eligible clients through Recovery Residence funding embedded in County contracts. The client’s living situation is assessed during intake and referred to care coordinator for linkage to Recovery Residences, if the criteria in the Substance Use Disorder Provider Operations Handbook (SUDPOH) and in the Recovery Residences-Supplemental Funding are met and contingent on funding and availability. Utilization of Recovery Residences is prioritized for clients who are homeless and for whom all other short-term or permanent housing options have been explored and are unavailable, and the client must have a specific housing need documented in the Problem List or Recovery Plan.

Identify which CA SPM(s) will be improved by Key Action 60 and how.

SPM Improvement Plan for Key Action 60

CA SPM	Specific description of how Key Action 60 will improve this CA SPM
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CA SPM 1a	Provides transitional housing and interim shelter referrals for individuals with SUD reducing the number of people experiencing homelessness
CA SPM 7.1a	Provides transitional housing and interim shelter referrals for individuals with SUD reducing the number of people experiencing homelessness
CA SPM 1b	Provides transitional housing and interim shelter referrals for individuals with SUD reducing the number of people experiencing unsheltered homelessness
CA SPM 7.1b	Provides transitional housing and interim shelter referrals for individuals with SUD reducing the number of people experiencing unsheltered homelessness

Clear metric for how success of Key Action 60 will be measured

of individuals referred, # of individuals enrolled, # of individuals who complete SUD treatment, # of individuals who obtain permanent housing.

Lead Entity for Key Action 60

San Diego County

Collaborating entity/ies for Key Action 60

Recovery Residence Association, County Probation Department, Federally Qualified Health Centers (FQHCs) - San Ysidro Health and La Maestra Community Health Center, Opioid/Narcotics Treatment Programs (OTPs/NTPs), McAlister Institute for Treatment and Education, Union of Pan Asian Communities, Interfaith Community Services, Vista Hill Foundation, Apex Recovery, Neighborhood House Association, Episcopal Community Services, Family Health Centers of San Diego, Recover Medical Group, and Deaf Community Services of San Diego.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 60

Milestones for Key Action 60	Target dates for Key Action 60 milestones
Continuous referrals and enrollments for eligible individuals.	6/30/2029

Target date for completing Key Action 60

6/30/2029

Funding Sources for Key Action 60

Funding Sources for Key Action 60

Funding source	Description of how the funding will contribute to the achievement of Key Action 60	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Drug Medi-Cal Organized Delivery System (DMC-ODS)	Assists individuals who are experiencing homelessness and can provide transitional housing along with wrap around services to gain access to treatment and referrals to avoid returns to	

	homelessness
County General Purpose Revenue	Assists individuals who are experiencing homelessness and can provide transitional housing along with wrap around services to gain access to treatment and referrals to avoid returns to homelessness
Short-Doyle/Medi-Cal Funding (SDMC)	Assists individuals who are experiencing homelessness and can provide transitional housing along with wrap around services to gain access to treatment and referrals to avoid returns to homelessness
State General Fund	Assists individuals who are experiencing homelessness and can provide transitional housing along with wrap around services to gain access to treatment and referrals to avoid returns to homelessness
Tabacco Settlement	Assists individuals who are experiencing homelessness and can provide transitional housing along with wrap around services to gain access to treatment and referrals to avoid returns to homelessness

Identify which of the following equity improvement areas will be addressed by Key Action 60.

Equity Areas for Key Action 60

Equity area	Description of how Key Action 60 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Services for people with mental illness coupled with behavioral health treatment and substance use disorder treatment ensure that they obtain stable supportive housing, and do not become homeless or return to homelessness.
Housing Placements	Services for people with mental illness coupled with behavioral health treatment and substance use disorder treatment ensure that they obtain stable supportive housing, and do not become homeless or return to homelessness.

Key Action 61

Description

Mobile Adolescent Services Team (MAST)- Medication-assisted treatment (MAT), case management, and counseling.

Identify which CA SPM(s) will be improved by Key Action 61 and how.

SPM Improvement Plan for Key Action 61

CA SPM	Specific description of how Key Action 61 will improve this CA SPM
CA SPM 1a	Provides treatment for individuals who may be experiencing sheltered/unsheltered homelessness and referrals to shelter, transitional and long-term treatment programs reduce the number of people experiencing homelessness
CA SPM 7.1a	Provides treatment for individuals who may be experiencing sheltered/unsheltered homelessness and referrals to shelter, transitional and long-term treatment programs reduce the number of people experiencing homelessness
CA SPM 1b	Provides treatment for individuals who may be experiencing sheltered/unsheltered homelessness and referrals to shelter, transitional and long-term treatment programs reduce the number of people experiencing unsheltered homelessness
CA SPM 7.1b	Provides treatment for individuals who may be experiencing sheltered/unsheltered homelessness and referrals to shelter, transitional and long-term treatment programs reduce the number of people experiencing unsheltered homelessness
CA SPM 5	Provides referrals to long term permanent housing options increasing the number of successful exits to permanent housing
CA SPM 7.5	Provides referrals to long term permanent housing options increasing the number of successful exits to permanent housing

Clear metric for how success of Key Action 61 will be measured

of individuals referred, # of individuals enrolled, # of individuals who complete SUD treatment, # of individuals who obtain permanent housing.

Lead Entity for Key Action 61

San Diego County

Collaborating entity/ies for Key Action 61

City of San Diego Housing Commission, Corporation for Supportive Housing, Community Research Foundation, County Child and Family Well-Being

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 61

Milestones for Key Action 61	Target dates for Key Action 61 milestones
Continuous referrals and enrollments for eligible individuals	6/30/2029

Target date for completing Key Action 61

Funding Sources for Key Action 61

Funding Sources for Key Action 61

Funding source	Description of how the funding will contribute to the achievement of Key Action 61	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Mental Health Services Act (MHSA)	Providing medication assisted treatment and wrap around case management including those experiencing sheltered/unsheltered homelessness including shelter and long-term treatment programs to reduce the number of individuals experiencing homelessness	
Short-Doyle Medi-Cal (SDMC)	Providing medication assisted treatment and wrap around case management including those experiencing sheltered/unsheltered homelessness including shelter and long-term treatment programs to reduce the number of individuals experiencing homelessness	
State General Funds	Providing medication assisted treatment and wrap around case management including those experiencing sheltered/unsheltered homelessness including shelter and long-term treatment programs to reduce the number of individuals experiencing homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 61.

Equity Areas for Key Action 61

Equity area	Description of how Key Action 61 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Access to treatment and referrals to housing programs ensure clear

pathways to sobriety and housing.

Housing Placements

Access to treatment and referrals to housing programs ensure clear pathways to sobriety and housing.

Key Action 62

Description

Opioid Treatment Programs provide Recovery Residence Linkage: Clients complete an assessment that reviews their living situation during intake and refers them to care coordinator for linkage to Recovery Residences, if the criteria in the Substance Use Disorder Provider Operations Handbook (SUDPOH) and in the Recovery Residences-Supplemental Funding are met, and contingent on funding and availability. Utilization of Recovery Residences is prioritized for clients who are homeless and for whom all other short-term or permanent housing options have been explored and are unavailable, and the client must have a specific housing need documented in the Problem List or Recovery Plan. Additionally, expectations about maintaining eligibility for housing are reviewed between the program and the client at the time of referral for Recovery Residence. Through assessment, clients are linked with care coordinators who support clients in meeting needs which not only include linkages housing and recovery residences but also resources to maintain housing which may include Medi-Cal, social security, employment, medical/dental care, and other social services as appropriate to support both recovery and housing. Harm Reduction practices are employed and practices such as low barrier street outreach and engaging clients where they are. Engagement with justice partners is also included, maintaining relationships with justice partners to minimize risk of homelessness by releasing them to the streets without proper plans for substance use disorder (SUD) treatment and housing

Identify which CA SPM(s) will be improved by Key Action 62 and how.

SPM Improvement Plan for Key Action 62

CA SPM	Specific description of how Key Action 62 will improve this CA SPM
CA SPM 1a	Connection to recovery residences, SUD treatment services, behavioral health services and interim shelter reduces the number of individuals experiencing homelessness.
CA SPM 7.1a	Connection to recovery residences, SUD treatment services, behavioral health services and interim shelter reduces the number of individuals experiencing homelessness.
CA SPM 1b	Connection to recovery residences, SUD treatment services, behavioral health services and interim shelter reduces the number of individuals experiencing unsheltered homelessness.
CA SPM 7.1b	Connection to recovery residences, SUD treatment services, behavioral health services and interim shelter reduces the number of individuals experiencing unsheltered homelessness.
CA SPM 3	Referrals to permanent housing result in successful exits to permanent housing
CA SPM 7.3	Referrals to permanent housing result in successful exits to permanent housing for individuals with SUD

Clear metric for how success of Key Action 62 will be measured

of individuals referred, # of individuals enrolled, # of individuals who complete SUD treatment, # of

individuals who obtain permanent housing.

Lead Entity for Key Action 62

San Diego County

Collaborating entity/ies for Key Action 62

Recovery Residence Association; County Probation Department; Federally Qualified Health Centers (FQHCs) - Family Health Centers of San Diego, San Ysidro Health, and La Maestra Community Health Center. Substance Use (SU) Outpatient Treatment Programs, SOAP MAT, LLC, Acadia Healthcare, El Dorado Community Service Center, Revive Pathway.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 62

Milestones for Key Action 62	Target dates for Key Action 62 milestones
Continuous referrals and enrollments for eligible individuals	6/30/2029

Target date for completing Key Action 62

6/30/2029

Funding Sources for Key Action 62

Funding Sources for Key Action 62

Funding source	Description of how the funding will contribute to the achievement of Key Action 62	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Drug Medi-Cal Organized Delivery System (DMC-ODS)	Offers treatment and case management along with housing referrals equate to lower rates of sheltered/unsheltered homelessness	
County General Purpose Revenue	Offers treatment and case management along with housing referrals equate to lower rates of sheltered/unsheltered homelessness	
Substance Abuse Prevention and Treatment Block Grant (SABG),	Offers treatment and case management along with housing referrals equate to lower rates of sheltered/unsheltered homelessness	
State General Funds	Offers treatment and case management along with housing referrals equate to lower rates of sheltered/unsheltered	

homelessness

Tobacco Settlement

Offers treatment and case management along with housing referrals equate to lower rates of sheltered/unsheltered homelessness

Identify which of the following equity improvement areas will be addressed by Key Action 62.

Equity Areas for Key Action 62

Equity area	Description of how Key Action 62 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	Preventing homelessness by offering treatment alongside ongoing case management and referrals to the appropriate level of housing and treatment.
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Housing Placements	Preventing homelessness by offering treatment alongside ongoing case management and referrals to the appropriate level of housing and treatment.
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Key Action 63

Description

Interfaith Rental Assistance Project (IRAP)- Provides 15 permanent supportive housing subsidies through Interfaith Community Services for clients experiencing chronic homelessness who are enrolled in Behavioral Health Services Strengths Based Case Management or Assertive Community Treatment services in North County.

Identify which CA SPM(s) will be improved by Key Action 63 and how.

SPM Improvement Plan for Key Action 63

CA SPM	Specific description of how Key Action 63 will improve this CA SPM
CA SPM 1a	Assists individuals with a mental illness and/or SUD with connection to permanent supportive housing to reduce the number of people experiencing homelessness
CA SPM 1b	Assists individuals with a mental illness and/or SUD with connection to permanent supportive housing to reduce the number of people experiencing unsheltered homelessness
CA SPM 7.1a	Assists individuals with a mental illness and/or SUD with connection to permanent supportive housing to reduce the number of people experiencing homelessness
CA SPM 7.1b	Assists individuals with a mental illness and/or SUD with connection to permanent supportive housing to reduce the number of people experiencing unsheltered homelessness
CA SPM 5	Prevents returns to homelessness by providing affordable, permanent supportive housing units.
CA SPM 7.5	Prevents returns to homelessness by providing affordable, permanent supportive

housing units.

Clear metric for how success of Key Action 63 will be measured

of individuals referred, # of individuals enrolled, # of individuals who obtain permanent housing.

Lead Entity for Key Action 63

San Diego County

Collaborating entity/ies for Key Action 63

Mental Health Systems, Interfaith Community Services.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 63

Milestones for Key Action 63	Target dates for Key Action 63 milestones
Continuous referrals and enrollments for eligible individuals.	6/30/2029

Target date for completing Key Action 63

6/30/2029

Funding Sources for Key Action 63

Funding Sources for Key Action 63

Funding source	Description of how the funding will contribute to the achievement of Key Action 63	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Mental Health Services Act and Behavioral Health Services Act	Reduces overall rates of sheltered/unsheltered homelessness by providing permanent supportive housing units with onsite wrap around ongoing support to reduce rates of returns to homelessness.	

Identify which of the following equity improvement areas will be addressed by Key Action 63.

Equity Areas for Key Action 63

Equity area	Description of how Key Action 63 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Reduces overall rates of sheltered/unsheltered homelessness by providing permanent supportive housing units with onsite wrap around ongoing support to reduce rates of returns to homelessness. People of color are overrepresented in the homelessness system of care.
Housing Placements	Reduces overall rates of sheltered/unsheltered homelessness by providing permanent supportive housing units with onsite wrap around ongoing support

to reduce rates of returns to homelessness. People of color are overrepresented in the homelessness system of care.

Key Action 64

Description

Mental Health Homeless Outreach Workers- Services include walk-in triage and urgent psychiatric services, medication management, group and individual therapy, peer support, case management linkage, outreach and referral services. These programs provide specialty mental health services to adults 18 years of age and older. Upon intake, the Behavioral Health Clinic (BHC)/Biopsychosocial Rehabilitation (BPSR) staff assess an individual's living arrangement, and if noted to be homeless or have insecure housing, it's tracked in the client's barrier list and addressed during treatment through case management and care coordination services. These services can include linkages to housing resources including but not limited to shelters and programs throughout the system of care. The services that the BHCs and BPSRs provide focuses on assessment and treatment of mental health issues, including those with serious mental illness and co-occurring conditions.

Identify which CA SPM(s) will be improved by Key Action 64 and how.

SPM Improvement Plan for Key Action 64

CA SPM	Specific description of how Key Action 64 will improve this CA SPM
CA SPM 1a	Provides shelter referrals and referrals to treatment through San Diego County Behavioral Health Services which reduces the number of people experiencing homelessness.
CA SPM 7.1a	Provides shelter referrals and referrals to treatment through San Diego County Behavioral Health Services which reduces the number of people experiencing homelessness.
CA SPM 1b	Provides shelter referrals and referrals to treatment through San Diego County Behavioral Health Services which reduces the number of people experiencing unsheltered homelessness.
CA SPM 7.1b	Provides shelter referrals and referrals to treatment through San Diego County Behavioral Health Services which reduces the number of people experiencing unsheltered homelessness.
CA SPM 2	Potentially reduces the number of individuals experiencing first time homelessness by providing referrals, treatment and shelter options.
CA SPM 7.2	Potentially reduces the number of individuals that have a mental illness diagnosis experiencing first time homelessness by providing referrals, treatment and shelter options
CA SPM 5	Prevents returns to homelessness by providing linkages to treatment and shelter
CA SPM 7.5	Prevents returns to homelessness by providing linkages to treatment and shelter

Clear metric for how success of Key Action 64 will be measured

of individuals referred, # of individuals enrolled, # of individuals who engage in ongoing behavioral health services, # of individuals who obtain permanent housing.

Lead Entity for Key Action 64
San Diego County

Collaborating entity/ies for Key Action 64

Interfaith Community Services, PATH, Adult Residential Treatment Centers, Independent Living Homes, Urban Street Angels, Community Based Organizations.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 64

Milestones for Key Action 64	Target dates for Key Action 64 milestones
Continuous referrals and enrollments for eligible individuals.	6/30/2029

Target date for completing Key Action 64
6/30/2029

Funding Sources for Key Action 64
Funding Sources for Key Action 64

Funding source	Description of how the funding will contribute to the achievement of Key Action 64	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Mental Health Services Act and Behavioral Health Services Act	Funding provides for service coordination and referrals for individuals with a mental illness, reducing sheltered/unsheltered homelessness throughout the region and can help prevent first time homelessness and connect individuals with permanent housing as well.	

Identify which of the following equity improvement areas will be addressed by Key Action 64.

Equity Areas for Key Action 64

Equity area	Description of how Key Action 64 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	People who experience homelessness are disproportionately people of color. Addressing mental health needs, SUD needs, and offering wrap around supports to prevent homelessness and reduce the risk of falling back into homelessness
Housing Placements	People who experience homelessness are disproportionately people of color. Addressing mental health needs, SUD needs, and offering wrap around supports to prevent homelessness and reduce the risk of falling back into

homelessness

Key Action 65

Description

Mental Health Outpatient Clinics- Services include walk-in triage and urgent psychiatric services, medication management, group and individual therapy, peer support, case management linkage, outreach and referral services. These programs provide specialty mental health services to adults 18 years of age and older. Upon intake, the Behavioral Health Clinic (BHC)/Biopsychosocial Rehabilitation (BPSR) staff assess an individual's living arrangement, and if noted to be homeless or have insecure housing, it is tracked in the client's barrier list and addressed during treatment through case management and care coordination services. These services can include linkages to housing resources including but not limited to shelters and programs throughout the system of care. However, the services that the BHCs and BPSRs provide focuses on assessment and treatment of mental health issues, including those with serious mental illness and co-occurring conditions. It is not a requirement to be homeless or be at risk of homelessness to receive services

Identify which CA SPM(s) will be improved by Key Action 65 and how.

SPM Improvement Plan for Key Action 65

CA SPM	Specific description of how Key Action 65 will improve this CA SPM
CA SPM 1a	Provides treatment for individuals with a mental health diagnosis and referrals to shelter and housing through the system of care which can reduce the number of people who are experiencing homelessness
CA SPM 7.1a	Provides treatment for individuals with a mental health diagnosis and referrals to shelter and housing through the system of care which can reduce the number of people who are experiencing homelessness
CA SPM 1b	Provides treatment for individuals with a mental health diagnosis and referrals to shelter and housing through the system of care which can reduce the number of people who are experiencing unsheltered homelessness
CA SPM 7.1b	Provides treatment for individuals with a mental health diagnosis and referrals to shelter and housing through the system of care which can reduce the number of people who are experiencing unsheltered homelessness

Clear metric for how success of Key Action 65 will be measured

of individuals referred, # of individuals enrolled, # of individuals who obtain permanent housing.

Lead Entity for Key Action 65

San Diego County

Collaborating entity/ies for Key Action 65

Recovery Residence Association, County Probation Department, Federally Qualified Health Centers (FQHCs) - Family Health Centers of San Diego, San Ysidro Health, and La Maestra Community Health Center, Substance Use (SU) Outpatient Treatment Programs, SOAP MAT LLC, Acadia Healthcare, El Dorado Community Service Center, Revive Pathway.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 65

Milestones for Key Action 65**Target dates for Key Action 65 milestones**

Continuous referrals and enrollments for eligible individuals

6/30/2029

Target date for completing Key Action 65

6/30/2029

Funding Sources for Key Action 65**Funding Sources for Key Action 65**

Funding source	Description of how the funding will contribute to the achievement of Key Action 65	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Short-Doyle Medi-Cal (SDMC)	Treatment services that can make referrals to interim and transitional shelter reducing the number of people experiencing homelessness	
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County General Purpose Revenue	Treatment services that can make referrals to interim and transitional shelter reducing the number of people experiencing homelessness	
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PATH	Treatment services that can make referrals to interim and transitional shelter reducing the number of people experiencing homelessness	
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State General Funds	Treatment services that can make referrals to interim and transitional shelter reducing the number of people experiencing homelessness	
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CalWORKs	Treatment services that can make referrals to interim and transitional shelter reducing the number of people experiencing homelessness	
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Identify which of the following equity improvement areas will be addressed by Key Action 65.

Equity Areas for Key Action 65

Equity area	Description of how Key Action 65 will address system performance disparities and ensure racial and gender equity in this area (choose one)
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at a minimum, or more)

Service Delivery	People within the homelessness system of care are overrepresented by people of color. Ensuring equal access to services and referrals to housing resources can prevent homelessness
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Key Action 66

Description

Crisis Stabilization Unit- Provides mental health services lasting less than 24 hours. Interventions include but are not limited to rapid mental health evaluation and psychiatric assessment, crisis intervention, medication, collateral and disposition planning. Crisis Stabilization Units (CSU) provide 24/7 immediate behavioral health support and treatment services in a therapeutic setting to people with serious behavioral health needs who require urgent care beyond what an outpatient clinical service can provide. They do not specifically work with the homeless population but do serve unhoused individuals and make appropriate referrals to services which may include housing.

Identify which CA SPM(s) will be improved by Key Action 66 and how.

SPM Improvement Plan for Key Action 66

CA SPM	Specific description of how Key Action 66 will improve this CA SPM
CA SPM 1a	Serves individuals with acute mental health needs and can make referrals to shelters and longer-term treatment programs reducing the number of people experiencing homelessness
CA SPM 7.1a	Serves individuals with acute mental health needs and can make referrals to shelters and longer-term treatment programs reducing the number of people experiencing homelessness
CA SPM 1b	Serves individuals with acute mental health needs and can make referrals to shelters and longer-term treatment programs reducing the number of people experiencing unsheltered homelessness
CA SPM 7.1b	Serves individuals with acute mental health needs and can make referrals to shelters and longer-term treatment programs reducing the number of people experiencing unsheltered homelessness

Clear metric for how success of Key Action 66 will be measured

of individuals referred, # of individuals enrolled, # of individuals who engage with ongoing behavioral health services.

Lead Entity for Key Action 66

San Diego County

Collaborating entity/ies for Key Action 66

Exodus Recovery, Inc., Palomar Health, New Alternatives, Inc., Prime Healthcare Paradise Valley, LLC, Sharp Chula Vista Medical Center.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 66

Milestones for Key Action 66

Target dates for Key Action 66 milestones

Continuous referrals and enrollments for eligible individuals

6/30/2029

Target date for completing Key Action 66

6/30/2029

Funding Sources for Key Action 66

Funding Sources for Key Action 66

Funding source

Description of how the funding will contribute to the achievement of Key Action 66

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Short-Doyle Medi-Cal (SDMC)

Acute mental health treatment centers offer short term interventions but can have an impact in referrals to shelter, and other mental health-based treatment programs that can reduce sheltered and unsheltered homelessness.

Mental Health Services Act and Behavioral Health Services Act

Acute mental health treatment centers offer short term interventions but can have an impact in referrals to shelter, and other mental health-based treatment programs that can reduce sheltered and unsheltered homelessness.

County General Purpose Revenue

Acute mental health treatment centers offer short term interventions but can have an impact in referrals to shelter, and other mental health-based treatment programs that can reduce sheltered and unsheltered homelessness.

State General Fund

Acute mental health treatment centers offer short term interventions but can have an impact in referrals to shelter, and other mental health-based treatment programs that can reduce sheltered and unsheltered homelessness.

Identify which of the following equity improvement areas will be addressed by Key Action 66.

Equity Areas for Key Action 66

Equity area	Description of how Key Action 66 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	People who are experiencing acute behavioral health episodes have a higher risk of homelessness. These crisis centers stabilize and transfer individuals to the proper level of care which can include shelters, behavioral health bridge housing, independent living homes, board and care facilities and other more stable housing options than unsheltered homelessness. The goal is to connect to longer term medication services and treatment to prevent future crises.

Key Action 67

Description

Connections Community Counseling- Countywide intensive outpatient behavioral health services, outreach and case management. This is a Full-Service Partnership (FSP) program that utilizes outreach and engagement and evidence-based or evidence-informed best practice models for behavioral health treatment for homeless/runaway youth. Program screens clients at intake through an internal demographic as well as the initial partnership assessment. Program documents housing status upon discharge and post-discharge. Contractor contacts clients post-discharge at 6 months and 12 months, to determine housing status. Contractor informs clients upon admission, and prior to discharge, of the post-discharge follow-up contacts.

Identify which CA SPM(s) will be improved by Key Action 67 and how.

SPM Improvement Plan for Key Action 67

CA SPM	Specific description of how Key Action 67 will improve this CA SPM
CA SPM 1a	Provides behavioral health services and treatment identified through outreach to youth experiencing homelessness with a behavioral health need. Links to housing, shelter, and treatment programs reduce the number of youth experiencing homelessness.
CA SPM 7.1a	Provides behavioral health services and treatment identified through outreach to youth experiencing homelessness with a behavioral health need. Links to housing, shelter, and treatment programs reduce the number of youth experiencing homelessness.
CA SPM 1b	Provides behavioral health services and treatment identified through outreach to youth experiencing homelessness with a behavioral health need. Links to housing, shelter, and treatment programs reduce the number of youth experiencing unsheltered homelessness.
CA SPM 7.1b	Provides behavioral health services and treatment identified through outreach to youth experiencing homelessness with a behavioral health need. Links to housing, shelter, and treatment programs reduce the number of youth experiencing unsheltered homelessness.

Clear metric for how success of Key Action 67 will be measured

Of those discharged - # of individuals successfully contacted, % of those contacted, % of those contacted

with stable housing at time of follow up, # of individuals that retain housing at 6 months and 12 months after program discharge.

Lead Entity for Key Action 67

San Diego County

Collaborating entity/ies for Key Action 67

Regional Task Force on Homelessness – San Diego’ Continuum of Care, San Diego Youth Homelessness Consortium, North County Lifeline, Local School Districts.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 67

Milestones for Key Action 67	Target dates for Key Action 67 milestones
Continuous referrals and enrollments for eligible individuals.	6/30/2029

Target date for completing Key Action 67

6/30/2029

Funding Sources for Key Action 67

Funding Sources for Key Action 67

Funding source	Description of how the funding will contribute to the achievement of Key Action 67	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Short-Doyle Medi-Cal (SDMC)	Assisting youth experiencing homelessness with treatment and wrap around supports reduces the overall number of youth experiencing sheltered/unsheltered homelessness and can lead to permanent housing placements or successful exits to permanent housing	
Mental Health Services Act and Behavioral Health Services Act	Assisting youth experiencing homelessness with treatment and wrap around supports reduces the overall number of youth experiencing sheltered/unsheltered homelessness and can lead to permanent housing placements or successful exits to permanent housing	
State General Funds	Assisting youth experiencing	

homelessness with treatment and wrap around supports reduces the overall number of youth experiencing sheltered/unsheltered homelessness and can lead to permanent housing placements or successful exits to permanent housing

Identify which of the following equity improvement areas will be addressed by Key Action 67.

Equity Areas for Key Action 67

Equity area	Description of how Key Action 67 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Within the San Diego Unified School District during the 2021-2022 school year, 70.9% of all self-reported homeless students were Hispanic/Latino while comprising 48.9% of enrolled students. Black students represent 4.1% of enrolled students however 7.8% of those students self-reported homelessness. Ethnicities of enrolled participants: Hispanic/Latino (37%), Black (25%) and White (17%).
Housing Placements	Within the San Diego Unified School District during the 2021-2022 school year, 70.9% of all self-reported homeless students were Hispanic/Latino while comprising 48.9% of enrolled students. Black students represent 4.1% of enrolled students however 7.8% of those students self-reported homelessness. Ethnicities of enrolled participants: Hispanic/Latino (37%), Black (25%) and White (17%). Assisting those youth with housing pathways reduces the overall number of youth experiencing homelessness in the region.

Key Action 68

Description

Crisis Residential Services- An alternative to psychiatric hospitalization, providing short-term residential treatment for stabilization. The program consists of 81 total beds, across seven regionalized locations. While this is not primarily a shelter program, unhoused and homeless clients who are being diverted from psychiatric hospitals are able to receive additional crisis stabilization while receiving discharge planning services that include housing resources.

Identify which CA SPM(s) will be improved by Key Action 68 and how.

SPM Improvement Plan for Key Action 68

CA SPM	Specific description of how Key Action 68 will improve this CA SPM
CA SPM 1a	Residential stays for individuals with behavioral health needs which can include referrals to interim shelter, longer-term residential treatment programs and permanent housing reducing the number of people experiencing homelessness
CA SPM 7.1a	Residential stays for individuals with behavioral health needs which can include

referrals to interim shelter, longer-term residential treatment programs and permanent housing reducing the number of people experiencing homelessness

CA SPM 1b Residential stays for individuals with behavioral health needs which can include referrals to interim shelter, longer-term residential treatment programs and permanent housing reducing the number of people experiencing unsheltered homelessness

CA SPM 7.1b Residential stays for individuals with behavioral health needs which can include referrals to interim shelter, longer-term residential treatment programs and permanent housing reducing the number of people experiencing unsheltered homelessness

CA SPM 3 Residential stays for individuals with behavioral health needs which can include referrals to interim shelter, longer-term residential treatment programs and permanent housing reducing the number of people experiencing homelessness and increasing exits to permanent housing

CA SPM 7.3 Residential stays for individuals with behavioral health needs which can include referrals to interim shelter, longer-term residential treatment programs and permanent housing reducing the number of people experiencing homelessness and increasing exits to permanent housing

Clear metric for how success of Key Action 68 will be measured

of individuals engaged, # of individuals referred, # of individuals enrolled, # of individuals engaged with ongoing behavioral health services.

Lead Entity for Key Action 68

San Diego County

Collaborating entity/ies for Key Action 68

Community Research Foundation

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 68

Milestones for Key Action 68	Target dates for Key Action 68 milestones
Continuous referrals and enrollments for eligible individuals	6/30/2029

Target date for completing Key Action 68

6/30/2029

Funding Sources for Key Action 68

Funding Sources for Key Action 68

Funding source	Description of how the funding will contribute to the achievement of Key Action 68	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Short-Doyle Medi-Cal (SDMC)	Residential services and treatment for individuals with	

mental health needs can receive shelter, longer term residential treatment and planning for permanent housing resulting in reduced number of people experiencing homelessness and increase in successful exits to permanent housing

Mental Health Services Act and Behavioral Health Services Act

Residential services and treatment for individuals with mental health needs can receive shelter, longer term residential treatment and planning for permanent housing resulting in reduced number of people experiencing homelessness and increase in successful exits to permanent housing

County General Purpose Revenue

Residential services and treatment for individuals with mental health needs can receive shelter, longer term residential treatment and planning for permanent housing resulting in reduced number of people experiencing homelessness and increase in successful exits to permanent housing

Identify which of the following equity improvement areas will be addressed by Key Action 68.

Equity Areas for Key Action 68

Equity area

Description of how Key Action 68 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

People who are experiencing acute behavioral health episodes have a higher risk of homelessness. These crisis centers stabilize and transfer individuals to the proper level of care which can include shelters, behavioral health bridge housing, independent living homes, board and care facilities and other more stable housing options than unsheltered homelessness. The goal is to connect to longer term medication services and treatment to prevent future crises.

Housing Placements

People who are experiencing acute behavioral health episodes have a higher risk of homelessness and have a higher likelihood of experiencing chronic homelessness. This program stabilizes and transfer individuals to the proper level of care which can include shelters, behavioral health bridge housing, independent living homes, board and care facilities and other more stable housing options than unsheltered homelessness. The goal is to connect to

longer term medication services and treatment to prevent future crises.

Key Action 69

Description

Adult Residential Substance Use Treatment-Provides intensive substance use treatment, including individual and group counseling, housing, food, residential case management, and peer support. Many programs also provide counseling and other services for families, educational and vocational workshops, life skills and non-residential aftercare. Substance use residential treatment programs may serve individuals experiencing homelessness or housing instability.

Identify which CA SPM(s) will be improved by Key Action 69 and how.

SPM Improvement Plan for Key Action 69

CA SPM	Specific description of how Key Action 69 will improve this CA SPM
CA SPM 1a	Provides individuals with SUD treatment and provides referrals for shelter or longer-term residential treatment options which can reduce the number of people experiencing homelessness
CA SPM 7.1a	Provides individuals with SUD treatment and provides referrals for shelter or longer-term residential treatment options which can reduce the number of people experiencing homelessness
CA SPM 1b	Provides individuals with SUD treatment and provides referrals for shelter or longer-term residential treatment options which can reduce the number of people experiencing unsheltered homelessness
CA SPM 7.1b	Provides individuals with SUD treatment and provides referrals for shelter or longer-term residential treatment options which can reduce the number of people experiencing unsheltered homelessness
CA SPM 3	Treatment program that can also include referrals and housing plans for permanent housing placement that can lead to increased successful exits to permanent housing
CA SPM 7.3	Treatment program that can also include referrals and housing plans for permanent housing placement that can lead to increased successful exits to permanent housing for people experiencing SUD and or a cooccurring mental health disorder.

Clear metric for how success of Key Action 69 will be measured

of individuals referred, # of individuals enrolled, # of individuals engaged with ongoing behavioral health services.

Lead Entity for Key Action 69

San Diego County

Collaborating entity/ies for Key Action 69

McAlister Institute for Treatment and Education, Stepping Stone of San Diego Inc., House of Metamorphosis Inc., CRASH Inc., Turning Point Home of San Diego Inc., Metropolitan Area, Advisory Commission (MAAC), Tradition One Inc., Twelfth Step House Inc., The Way Back Inc., Crossroads Foundation, Pathfinders of San Diego Inc., San Diego Freedom Ranch Inc., The Fellowship Center, Alpha Project for the Homeless, Interfaith Community Services, Genesis Recovery, Episcopal

Community Services.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 69

Milestones for Key Action 69

Target dates for Key Action 69 milestones

Continuous referrals and enrollments for eligible individuals.

6/30/2029

Target date for completing Key Action 69

6/30/2029

Funding Sources for Key Action 69

Funding Sources for Key Action 69

Funding source

Description of how the funding will contribute to the achievement of Key Action 69

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Drug Medi-Cal Organized Delivery System (DMC-ODS),

Can lead to reduction in overall people experiencing homelessness and lead to increase in permanent housing placements.

County General Purpose Revenue

Can lead to reduction in overall people experiencing homelessness and lead to increase in permanent housing placements.

Substance Abuse Prevention and Treatment Block Grant (SABG),

Can lead to reduction in overall people experiencing homelessness and lead to increase in permanent housing placements.

State General Funds

Can lead to reduction in overall people experiencing homelessness and lead to increase in permanent housing placements.

Identify which of the following equity improvement areas will be addressed by Key Action 69.

Equity Areas for Key Action 69

Equity area

Description of how Key Action 69 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery	According to Substance Abuse and Mental Health Services Administration (SAMHSA) 38% of homeless people abused alcohol while 26% abused other drugs. Homelessness can be caused by substance use disorder (SUD) and it can also be triggered by an episode of homelessness. Co-occurring mental health and SUD is a high predictor of risk of homelessness. Based on the San Diego 2024 Point in Time Count, Blacks accounted for nearly 15% of the unsheltered population vs. accounting for only 5% of the region's population. These disparities are confounded by issues with mental health conditions and SUD.
Housing Placements	According to Substance Abuse and Mental Health Services Administration (SAMHSA) 38% of homeless people abused alcohol while 26% abused other drugs. Homelessness can be caused by substance use disorder (SUD) and it can also be triggered by an episode of homelessness. Co-occurring mental health and SUD is a high predictor of risk of homelessness. Based on the San Diego 2024 Point in Time Count, Blacks accounted for nearly 15% of the unsheltered population vs. accounting for only 5% of the region's population. These disparities are confounded by issues with mental health conditions and SUD.
Housing Retention	According to Substance Abuse and Mental Health Services Administration (SAMHSA) 38% of homeless people abused alcohol while 26% abused other drugs. Homelessness can be caused by substance use disorder (SUD) and it can also be triggered by an episode of homelessness. Co-occurring mental health and SUD is a high predictor of risk of homelessness. Based on the San Diego 2024 Point in Time Count, Blacks accounted for nearly 15% of the unsheltered population vs. accounting for only 5% of the region's population. These disparities are confounded by issues with mental health conditions and SUD.

Key Action 70

Description

Assertive Community Treatment (ACT) Programs assist clients with serious mental illness access needed mental health, medical, educational, social, prevocational, vocational, housing supports and rehabilitative or other community services. Program provides mental health services to clients who are homeless and have severe mental illness. Program provides transitional housing and linkage to permanent supportive housing.

Identify which CA SPM(s) will be improved by Key Action 70 and how.

SPM Improvement Plan for Key Action 70

CA SPM	Specific description of how Key Action 70 will improve this CA SPM
CA SPM 1a	Program is focused on assisting individuals who are experiencing or have a history of homelessness and a serious mental illness. This program reduces the number of people experiencing homelessness and results in an increase in successful permanent housing placements.
CA SPM 7.1a	Program is focused on assisting individuals who are experiencing or have a history of homelessness and a serious mental illness. This program reduces the number of people experiencing homelessness and results in an increase in successful

permanent housing placements.

CA SPM 1b Program is focused on assisting individuals who are experiencing or have a history of homelessness and a serious mental illness. This program reduces the number of people experiencing homelessness and results in an increase in successful permanent housing placements.

CA SPM 7.1b Program is focused on assisting individuals who are experiencing or have a history of homelessness and a serious mental illness. This program reduces the number of people experiencing homelessness and results in an increase in successful permanent housing placements.

CA SPM 3 Program is focused on assisting individuals who are experiencing or have a history of homelessness and a serious mental illness. This program reduces the number of people experiencing homelessness and results in an increase in successful permanent housing placements.

CA SPM 7.3 Program is focused on assisting individuals who are experiencing or have a history of homelessness and a serious mental illness. This program reduces the number of people experiencing homelessness and results in an increase in successful permanent housing placements.

Clear metric for how success of Key Action 70 will be measured

of individuals referred, # of individuals enrolled, # of individuals engaged with ongoing behavioral health services, # of individuals in temporary housing, # of individuals in permanent supportive housing

Lead Entity for Key Action 70

San Diego County

Collaborating entity/ies for Key Action 70

County Behavioral Health Services, TURN BHS dba Mental Health Systems, Inc., Community Research Foundation, Telecare Corporation, Clarvida, City of San Diego Housing Commission, City of Oceanside Housing Authority.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 70

Milestones for Key Action 70

Target dates for Key Action 70 milestones

Continuous referrals and enrollments for eligible individuals

6/30/2029

Target date for completing Key Action 70

6/30/2029

Funding Sources for Key Action 70

Funding Sources for Key Action 70

Funding source

Description of how the funding will contribute to the achievement of Key Action 70

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Short-Doyle Medi-Cal (SDMC)	Program will assist with housing referrals and housing plans along with treatment for individuals with a mental illness which will reduce the number of people experiencing homelessness and result in successful exits to permanent housing
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Mental Health Services Act and Behavioral Health Services Act	Program will assist with housing referrals and housing plans along with treatment for individuals with a mental illness which will reduce the number of people experiencing homelessness and result in successful exits to permanent housing
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County General Purpose Revenue	Program will assist with housing referrals and housing plans along with treatment for individuals with a mental illness which will reduce the number of people experiencing homelessness and result in successful exits to permanent housing
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State General Funds	Program will assist with housing referrals and housing plans along with treatment for individuals with a mental illness which will reduce the number of people experiencing homelessness and result in successful exits to permanent housing
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Identify which of the following equity improvement areas will be addressed by Key Action 70.

Equity Areas for Key Action 70

Equity area	Description of how Key Action 70 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	People with serious mental illness have a higher risk of homelessness. This program provides wrap around supports and housing for individuals with serious mental illness. Once connected with shelter, interim/transitional housing or permanent housing, housing stability and mobile behavioral health teams continue services. If an individual is placed in permanent supportive housing, on site services continue.
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Housing Placements	People with serious mental illness have a higher risk of homelessness. This program provides wrap around supports and housing for individuals with
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serious mental illness. Once connected with shelter, interim/transitional housing or permanent housing, housing stability and mobile behavioral health teams continue services. If an individual is placed in permanent supportive housing, on site services continue.

Housing Retention

People with serious mental illness have a higher risk of homelessness. This program provides wrap around supports and housing for individuals with serious mental illness. Once connected with shelter, interim/transitional housing or permanent housing, housing stability and mobile behavioral health teams continue services. If an individual is placed in permanent supportive housing, on site services continue.

Key Action 71

Description

Connections to Community-Recovery supportive services, including outreach and rehabilitation services in a clubhouse peer support environment. Supportive services through street outreach track the SPMs; Clubhouse data is not detailed beyond the self-report at admission. If the individual is experiencing homelessness, information is tracked within the Homeless Management Information System (HMIS) for an Annual Progress Report.

Identify which CA SPM(s) will be improved by Key Action 71 and how.

SPM Improvement Plan for Key Action 71

CA SPM	Specific description of how Key Action 71 will improve this CA SPM
CA SPM 1a	Serves any client with self-referral in the community who has a mental health diagnosis. Community is formed with peers, staff, and counseling on site. Referrals can be made for shelter, residential treatment and permanent housing, decreasing homelessness and increasing successful placements in permanent housing
CA SPM 7.1a	Serves any client with self-referral in the community who has a mental health diagnosis. Community is formed with peers, staff, and counseling on site. Referrals can be made for shelter, residential treatment and permanent housing, decreasing homelessness and increasing successful placements in permanent housing
CA SPM 1b	Serves any client with self-referral in the community who has a mental health diagnosis. Community is formed with peers, staff, and counseling on site. Referrals can be made for shelter, residential treatment and permanent housing, decreasing homelessness and increasing successful placements in permanent housing
CA SPM 7.1b	Serves any client with self-referral in the community who has a mental health diagnosis. Community is formed with peers, staff, and counseling on site. Referrals can be made for shelter, residential treatment and permanent housing, decreasing homelessness and increasing successful placements in permanent housing
CA SPM 3	Serves any client with self-referral in the community who has a mental health diagnosis. Community is formed with peers, staff, and counseling on site. Referrals can be made for shelter, residential treatment and permanent housing, decreasing homelessness and increasing successful placements in permanent housing
CA SPM 7.3	Serves any client with self-referral in the community who has a mental health diagnosis. Community is formed with peers, staff, and counseling on site. Referrals

can be made for shelter, residential treatment and permanent housing, decreasing homelessness and increasing successful placements in permanent housing

CA SPM 6 Serves any client with self-referral in the community who has a mental health diagnosis. Community is formed with peers, staff, and counseling on site. Referrals can be made for shelter, residential treatment and permanent housing, decreasing homelessness and increasing successful placements in permanent housing

CA SPM 7.6 Serves any client with self-referral in the community who has a mental health diagnosis. Community is formed with peers, staff, and counseling on site. Referrals can be made for shelter, residential treatment and permanent housing, decreasing homelessness and increasing successful placements in permanent housing

Clear metric for how success of Key Action 71 will be measured

of individuals enrolled, # of individuals referred to a housing resource.

Lead Entity for Key Action 71

San Diego County

Collaborating entity/ies for Key Action 71

Regional Task Force on Homelessness, San Diego Youth Homelessness Consortium, North County Lifeline, Local School Districts. PATH

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 71

Milestones for Key Action 71

Target dates for Key Action 71 milestones

Continuous referrals and enrollments for eligible individuals

6/30/2029

Target date for completing Key Action 71

6/30/2029

Funding Sources for Key Action 71

Funding Sources for Key Action 71

Funding source	Description of how the funding will contribute to the achievement of Key Action 71	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Mental Health Services Act and Behavioral Health Services Act

Referrals to shelter or residential treatment programs result in a reduction in the number of people experiencing homelessness and can increase permanent housing placements.

Identify which of the following equity improvement areas will be addressed by Key Action 71.

Equity Areas for Key Action 71

Equity area	Description of how Key Action 71 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	. People with self-reported mental illness access clubhouse services for social interaction, vocational goals, activities, supported employment and access to peer guided support. When individuals have trained peer support that mirror their identities and understand the challenges, as well as reduce stigma with living with a mental illness, outcomes can be more positive. This program also offers an access point to coordinated entry assessments for those experiencing homelessness.

Key Action 72

Description

County Psychiatric Hospital- Triage assessment services, acute crisis stabilization and inpatient mental health services provided in an acute-care facility. Provides emergency psychiatric services to San Diego adult residents suffering from serious mental illness and provides short- or long-term behavioral health services for such persons without regard to insurance or funding.

Identify which CA SPM(s) will be improved by Key Action 72 and how.

SPM Improvement Plan for Key Action 72

CA SPM	Specific description of how Key Action 72 will improve this CA SPM
CA SPM 1a	Program stabilizes, screens and refers to longer term treatment programs, shelters, transitional housing or permanent housing prior to discharge, reducing the number of people experiencing homelessness.
CA SPM 7.1a	Program stabilizes, screens and refers to longer term treatment programs, shelters, transitional housing or permanent housing prior to discharge, reducing the number of people experiencing homelessness.
CA SPM 1b	Program stabilizes, screens and refers to longer term treatment programs, shelters, transitional housing or permanent housing prior to discharge, reducing the number of people experiencing homelessness.
CA SPM 7.1b	Program stabilizes, screens and refers to longer term treatment programs, shelters, transitional housing or permanent housing prior to discharge, reducing the number of people experiencing homelessness.

Clear metric for how success of Key Action 72 will be measured

of individuals enrolled, # of individuals engaged with ongoing behavioral health services, # of individuals discharged to a supportive housing/treatment service.

Lead Entity for Key Action 72

San Diego County

Collaborating entity/ies for Key Action 72

Telecare, Mobile Crisis Response Team, Next Steps, Local Law Enforcement, Homeless Outreach Teams, Psychiatric Emergency Response Team, Patient Advocates, Conservatorship Office, Mental Health Court, Assertive Community Treatment (ACT) Programs, Outpatient County Clinics, Shelters.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 72

Milestones for Key Action 72

Target dates for Key Action 72 milestones

Continuous referrals and enrollments for eligible individuals

6/30/2029

Target date for completing Key Action 72
6/30/2029

Funding Sources for Key Action 72

Funding Sources for Key Action 72

Funding source	Description of how the funding will contribute to the achievement of Key Action 72	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Short-Doyle Medi-Cal (SDMC)	Reduction in number of people experiencing homelessness	
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County General Purpose Revenue	Reduction in number of people experiencing homelessness	
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Intergovernmental Transfer (IGT),	Reduction in number of people experiencing homelessness	
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Federal American Rescue Plan Act (ARPA)	Reduction in number of people experiencing homelessness	
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Identify which of the following equity improvement areas will be addressed by Key Action 72.

Equity Areas for Key Action 72

Equity area	Description of how Key Action 72 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	Psychiatric hospitals must plan discharges to avoid unsheltered homelessness. Referrals are made to outpatient or inpatient treatment and ongoing case managed programs who can assist with housing navigation once released. These individuals typically have an acute psychiatric need and are at risk of or experiencing homelessness.
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Key Action 73

Description

Mobile Crisis Response Teams- Supports individuals with a mental health or substance use crisis by dispatching behavioral health experts to emergency calls instead of law enforcement, when appropriate. Provides crisis response to those who may be experiencing homelessness and provides care coordination and linkage to services including behavioral health, physical health, and housing resources

as necessary.

Identify which CA SPM(s) will be improved by Key Action 73 and how.

SPM Improvement Plan for Key Action 73

CA SPM	Specific description of how Key Action 73 will improve this CA SPM
CA SPM 1a	Engages with people who may be experiencing sheltered/unsheltered homelessness and can make referrals to longer term treatment and shelter reducing the number of people who are experiencing homelessness
CA SPM 7.1a	Engages with people who may be experiencing sheltered/unsheltered homelessness and can make referrals to longer term treatment and shelter reducing the number of people who are experiencing homelessness
CA SPM 1b	Engages with people who may be experiencing sheltered/unsheltered homelessness and can make referrals to longer term treatment and shelter reducing the number of people who are experiencing homelessness
CA SPM 7.1b	Engages with people who may be experiencing sheltered/unsheltered homelessness and can make referrals to longer term treatment and shelter reducing the number of people who are experiencing homelessness

Clear metric for how success of Key Action 73 will be measured

of individuals served, # of service referrals.

Lead Entity for Key Action 73

San Diego County

Collaborating entity/ies for Key Action 73

Access and Crisis Line, Local Law Enforcement, K-12 Public School Districts, Exodus Recovery, Telecare.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 73

Milestones for Key Action 73	Target dates for Key Action 73 milestones
Continuous referrals and enrollments for eligible individuals	6/30/2029

Target date for completing Key Action 73

6/30/2029

Funding Sources for Key Action 73

Funding Sources for Key Action 73

Funding source	Description of how the funding will contribute to the achievement of Key Action 73	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Substance Abuse and Mental Health Services Administration (SAMHSA),	Reduction in the number of people experiencing sheltered/unsheltered homelessness and assistance in obtaining permanent housing through referrals.
County General Purpose Revenue	Reduction in the number of people experiencing sheltered/unsheltered homelessness and assistance in obtaining permanent housing through referrals.
Short-Doyle Medi-Cal (SDMC)	Reduction in the number of people experiencing sheltered/unsheltered homelessness and assistance in obtaining permanent housing through referrals.
State General Fund	Reduction in the number of people experiencing sheltered/unsheltered homelessness and assistance in obtaining permanent housing through referrals.

Identify which of the following equity improvement areas will be addressed by Key Action 73.

Equity Areas for Key Action 73

Equity area	Description of how Key Action 73 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	In coordination with other listed behavioral health programs, this program is dispatched for an acute mental health or substance use need and referrals are made to other longer-term programs who can provide access to crisis stabilization units, inpatient psychiatric care, long term substance use disorder treatment programs both residential and outpatient and medication sites. Referrals are also made to community-based organizations and homelessness providers across the region that meet the needs of the individual and can provide ongoing case management, housing navigation and links to shelter and interim beds. The County is now utilizing the Shelter Now Application on mobile devices that includes real time access in the field to open shelter beds.

Key Action 74

Description

Community Assistance Recovery and Empowerment (CARE) Act creates a process for families, clinicians, first responders, and others to file a petition with the civil court to connect individuals (18+) to

court ordered voluntary treatment if they meet criteria and would benefit from the program.

Identify which CA SPM(s) will be improved by Key Action 74 and how.

SPM Improvement Plan for Key Action 74

CA SPM	Specific description of how Key Action 74 will improve this CA SPM
CA SPM 1b	The CARE Act creates a pathway to assist people experiencing unsheltered homelessness and may also have a history of unsheltered chronic homelessness due to serious mental illness and/or substance use gain access to services including shelter and housing reducing the number of people experiencing unsheltered homelessness
CA SPM 7.1b	The CARE Act creates a pathway to assist people experiencing unsheltered homelessness and may also have a history of unsheltered chronic homelessness due to serious mental illness and/or substance use gain access to services including shelter and housing reducing the number of people experiencing unsheltered homelessness

Clear metric for how success of Key Action 74 will be measured

of individuals referred, # of individuals that voluntarily participate in the program, # of individuals that complete the program.

Lead Entity for Key Action 74

San Diego County

Collaborating entity/ies for Key Action 74

County Public Defender, County Mental Health (CMH), Detention Centers, Legal Aid, Law Enforcement, families and advocates

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 74

Milestones for Key Action 74	Target dates for Key Action 74 milestones
Continuous referrals and enrollments for eligible individuals	6/30/2029

Target date for completing Key Action 74

6/30/2029

Funding Sources for Key Action 74

Funding Sources for Key Action 74

Funding source	Description of how the funding will contribute to the achievement of Key Action 74	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Funding through County Behavioral Health Services and reimbursements from private	Funding includes treatment and housing referrals that can reduce the number of people	

insurance if applicable.

experiencing homelessness

Identify which of the following equity improvement areas will be addressed by Key Action 74.

Equity Areas for Key Action 74

Equity area	Description of how Key Action 74 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	People with serious mental illness have a higher risk of homelessness. This program provides wrap around supports and housing for individuals with serious mental illness. Once connected with shelter, interim/transitional housing or permanent housing, housing stability and mobile behavioral health teams continue services. If an individual is placed in permanent supportive housing, on site services continue.
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Key Action 75

Description

Harmony Environmental Services – Encampment Clean Up and Abatement- Harmony provides homeless encampment abatement and clean up services utilizing a trauma informed approach for land encompassing the San Diego River Park trail system, the Plaza Bonita/Sweetwater trail area, and other encampments in environmentally sensitive areas in the unincorporated communities.

Identify which CA SPM(s) will be improved by Key Action 75 and how.

SPM Improvement Plan for Key Action 75

CA SPM	Specific description of how Key Action 75 will improve this CA SPM
CA SPM 1b	Reduces the number of people experiencing unsheltered homelessness in specific encampments after cleanup

Clear metric for how success of Key Action 75 will be measured

of sites cleared, # of encampments closed, # of tons of debris removed, # of hazardous waste removals.

Lead Entity for Key Action 75

San Diego County

Collaborating entity/ies for Key Action 75

Harmony Environmental, HCDS-OHS Outreach Teams, Local Jurisdictions

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 75

Milestones for Key Action 75	Target dates for Key Action 75 milestones
Clean up and encampment closure	6/30/2025

Target date for completing Key Action 75

Funding Sources for Key Action 75

Funding Sources for Key Action 75

Funding source	Description of how the funding will contribute to the achievement of Key Action 75	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
County General Purpose Revenue	Assists with closures of encampments which results in reduction in the number of people experiencing unsheltered homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 75.

Equity Areas for Key Action 75

Equity area	Description of how Key Action 75 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	People within the homeless response system are often people of color. Reducing the barriers to shelter and services and clearing encampments provides pathways to long term permanent housing outcomes.

Key Action 76

Description

Housing and Community Development Services – Office of Homeless Solutions (HCDS-OHS) Regional Homeless Services Outreach- Collaborative efforts between HCDS-OHS, various law enforcement entities and the Psychiatric Emergency Response Team to conduct outreach and assist people experiencing homelessness with accessing housing and services. HCDS-OHS outreach teams consist of Human Services Specialists (HSS) and Social Workers. Social Workers help to refer to shelter services, conduct assessments for coordinated entry within the Homeless Management Information System (HMIS), and refer individuals to community-based services and providers. HSS staff assist individuals with direct access to Self-Sufficiency program enrollment and case updates in the field.

Identify which CA SPM(s) will be improved by Key Action 76 and how.

SPM Improvement Plan for Key Action 76

CA SPM	Specific description of how Key Action 76 will improve this CA SPM
CA SPM 1b	Outreach teams collaboratively engage people experiencing homelessness and connect to resources and benefit programs along with referrals to shelter. This program reduces the number of people experiencing homelessness
CA SPM 4	Outreach teams collaboratively engage people experiencing homelessness and connect to resources and benefit programs along with referrals to shelter. This program reduces the number of people experiencing homelessness

CA SPM 6 Outreach teams collaboratively engage people experiencing homelessness and connect to resources and benefit programs along with referrals to shelter. This program reduces the number of people experiencing homelessness

Clear metric for how success of Key Action 76 will be measured

of engagements, # of individuals served, # of individuals engaged in outreach and enrolled in shelter, # of individuals engaged and permanently housed, # of individuals connected with self-sufficiency benefits.

Lead Entity for Key Action 76

San Diego County

Collaborating entity/ies for Key Action 76

Harmony Environmental, HCDS-OHS Outreach Teams, Local Jurisdictions

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 76

Milestones for Key Action 76	Target dates for Key Action 76 milestones
Continuous outreach and engagement	6/30/2029

Target date for completing Key Action 76

6/30/2029

Funding Sources for Key Action 76

Funding Sources for Key Action 76

Funding source	Description of how the funding will contribute to the achievement of Key Action 76	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
County General Purpose Revenue	Assists with encampment clearing and assists with referrals to shelter which reduces the number of people experiencing unsheltered homelessness.	
Temporary Aid to Needy Families (TANF)	Assists with encampment clearing and assists with referrals to shelter which reduces the number of people experiencing unsheltered homelessness.	

Identify which of the following equity improvement areas will be addressed by Key Action 76.

Equity Areas for Key Action 76

Equity area	Description of how Key Action 76 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery Street outreach provides services to a wide range of individuals experiencing homelessness residing in encampments, urban streets, suburban and rural areas. In San Diego, the 2024 Point in Time count showed that nearly 15% of individuals experiencing unsheltered homelessness were Black. This is a great disparity from the overall population of Black San Diegans of 5%. Ensuring equity in access to outreach services, referrals to interim shelter, permanent housing placements through community-based programs and referrals to HCDS-OHS programs, and housing stability services ensure a continuum of housing support.

Housing Placements Street outreach provides services to a wide range of individuals experiencing homelessness residing in encampments, urban streets, suburban and rural areas. In San Diego, the 2024 Point in Time count showed that nearly 15% of individuals experiencing unsheltered homelessness were Black. This is a great disparity from the overall population of Black San Diegans of 5%. Ensuring equity in access to outreach services, referrals to interim shelter, permanent housing placements through community-based programs and referrals to HCDS-OHS programs, and housing stability services ensure a continuum of housing support.

Key Action 77

Description

Interim Housing Program- The County Probation Department contracts with community providers to provide interim housing for people supervised by probation who otherwise would lack a stable living situation. The housing providers work with probation to support participants in meeting their rehabilitative and re-entry goals, such as sobriety, employment, and remaining crime free.

Identify which CA SPM(s) will be improved by Key Action 77 and how.

SPM Improvement Plan for Key Action 77

CA SPM	Specific description of how Key Action 77 will improve this CA SPM
CA SPM 1a	Provides housing and shelter referrals to individuals on County Probation thus reducing the number of people experiencing homelessness in the region and reducing the number of individuals returning to incarceration
CA SPM 7.1a	Provides housing and shelter referrals to individuals on County Probation thus reducing the number of people experiencing homelessness in the region and reducing the number of individuals returning to incarceration
CA SPM 1b	Provides housing and shelter referrals to individuals on County Probation thus reducing the number of people experiencing unsheltered homelessness in the region and reducing the number of individuals returning to incarceration
CA SPM 7.1b	Provides housing and shelter referrals to individuals on County Probation thus reducing the number of people experiencing unsheltered homelessness in the region and reducing the number of individuals returning to incarceration
CA SPM 2	Reduces the risk of individuals on probation becoming homeless for the first time.
CA SPM 7.2	Reduces the risk of individuals on probation becoming homeless for the first time.

- CA SPM 3 Referrals, and case plans lead to permanent housing thus increasing successful exits to permanent housing
- CA SPM 7.3 Referrals, and case plans for individuals on probation with justice involvement lead to permanent housing thus increasing successful exits to permanent housing

Clear metric for how success of Key Action 77 will be measured

of individuals enrolled, # of individuals sheltered, # of individuals who do not return to custody, # of individuals who successfully discharge from probation.

Lead Entity for Key Action 77

San Diego County

Collaborating entity/ies for Key Action 77

Next Step Sober Living, Restoring Citizens, Restoring Citizens, Second Chance, La Maestra, Interfaith, and R&R Sober living.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 77

Milestones for Key Action 77

Target dates for Key Action 77 milestones

Continuous referrals and engagement

6/30/2029

Target date for completing Key Action 77

6/30/2029

Funding Sources for Key Action 77

Funding Sources for Key Action 77

Funding source	Description of how the funding will contribute to the achievement of Key Action 77	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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2011 Realignment

Assists those on probation with referrals and case plans to assist with housing which can reduce the number of people experiencing sheltered/unsheltered homelessness and prevent returns to incarceration

State Bill 678

Assists those on probation with referrals and case plans to assist with housing which can reduce the number of people experiencing sheltered/unsheltered homelessness and prevent

Youthful Offender Block Grant/Juvenile Reentry	returns to incarceration Assists those on probation with referrals and case plans to assist with housing which can reduce the number of people experiencing sheltered/unsheltered homelessness and prevent returns to incarceration
Pretrial state funding	Assists those on probation with referrals and case plans to assist with housing which can reduce the number of people experiencing sheltered/unsheltered homelessness and prevent returns to incarceration

Identify which of the following equity improvement areas will be addressed by Key Action 77.

Equity Areas for Key Action 77

Equity area	Description of how Key Action 77 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Justice involved individuals reentering the community are more likely to be male and Black, Indigenous or People of Color (BIPOC). This program aims to serve re-entry individuals and prevent recidivism. When people are stably housed upon release, the risk of homelessness and re-incarceration are reduced.
Housing Placements	Justice involved individuals reentering the community are more likely to be male and Black, Indigenous or People of Color (BIPOC). This program aims to serve re-entry individuals and prevent recidivism. When people are stably housed upon release, the risk of homelessness and re-incarceration are reduced.

Key Action 78

Description

Interim Housing Program- Short and long-term housing assistance including financial assistance to secure permanent housing such as deposit, move-in costs, rent and utility assistance, eviction prevention, housing navigation and case management. Interim housing contracts are being used as a short-term housing option for people who meet this level of need. For individuals being referred to housing, County Sheriff's staff create an individualized reentry plan that addresses individual needs and include linkages to employment services and community-based organizations for ongoing support. While individuals are in interim housing, the providers assist clients in accessing public assistance benefits (CalFresh and Medi-Cal) within 30 days of entering housing. It also provides safe, secure, and stable housing while supporting clients in achieving educational and/or employment goals, physical and mental well-being, and positive connections to the community.

Identify which CA SPM(s) will be improved by Key Action 78 and how.

SPM Improvement Plan for Key Action 78

CA SPM	Specific description of how Key Action 78 will improve this CA SPM
CA SPM 1a	Short- and long-term housing options for individuals with justice involvement who may be experiencing homelessness. Reduces the number of people who are experiencing homelessness
CA SPM 7.1a	Short- and long-term housing options for individuals with justice involvement who may be experiencing homelessness. Reduces the number of people who are experiencing homelessness
CA SPM 1b	Short- and long-term housing options for individuals with justice involvement who may be experiencing homelessness. Reduces the number of people who are experiencing unsheltered homelessness
CA SPM 7.1b	Short- and long-term housing options for individuals with justice involvement who may be experiencing homelessness. Reduces the number of people who are experiencing unsheltered homelessness
CA SPM 3	Housing case plans include permanent housing which will increase successful exits to permanent housing
CA SPM 7.3	Housing case plans include permanent housing which will increase successful exits to permanent housing

Clear metric for how success of Key Action 78 will be measured

of individuals enrolled, # of individuals sheltered, # of individuals who do not return to custody

Lead Entity for Key Action 78

San Diego County

Collaborating entity/ies for Key Action 78

Foundations in Recovery, Interfaith Community Services, Living Life Solutions, La Maestra Family Clinic, Next Step Sober Living, R&R Sober Living, Restoring Citizens, SD Second Chance.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 78

Milestones for Key Action 78	Target dates for Key Action 78 milestones
Continuous referrals and engagement	6/30/2029

Target date for completing Key Action 78

6/30/2029

Funding Sources for Key Action 78

Funding Sources for Key Action 78

Funding source	Description of how the funding will contribute to the achievement of Key Action 78	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Community Corrections Sub Account (CCSA)	Provides housing for individuals who are exiting or have a history of justice involvement to prevent or solve homelessness for those with justice involvement or exiting institutions and provides wrap around services.	
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Identify which of the following equity improvement areas will be addressed by Key Action 78.

Equity Areas for Key Action 78

Equity area	Description of how Key Action 78 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	Justice involved individuals reentering the community are more likely to be male and Black, Indigenous or People of Color (BIPOC). This program aims to serve re-entry individuals and prevent recidivism. When people are stably housed upon release, the risk of homelessness and re-incarceration are reduced.
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Housing Placements	Justice involved individuals reentering the community are more likely to be male and Black, Indigenous or People of Color (BIPOC). This program aims to serve re-entry individuals and prevent recidivism. When people are stably housed upon release, the risk of homelessness and re-incarceration are reduced.
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Key Action 79

Description

Rapid Rehousing funding for up to 24 months for youth ages 18-24 experiencing homelessness. Case management and housing navigation will be leveraged in partnership with other programs already established including RHAP emergency housing for individuals in the unincorporated areas of the County.

Identify which CA SPM(s) will be improved by Key Action 79 and how.

SPM Improvement Plan for Key Action 79

CA SPM	Specific description of how Key Action 79 will improve this CA SPM
CA SPM 1a	Youth experiencing homelessness will have access to Rapid Rehousing funding to access permanent housing.
CA SPM 7.1a	Youth experiencing homelessness will have access to Rapid Rehousing funding to access permanent housing.

CA SPM 1b	Youth have access to rapid rehousing and gaining access to permanent housing, which reduces the number of people experiencing unsheltered homelessness
CA SPM 7.1b	Youth have access to rapid rehousing and gaining access to permanent housing, which reduces the number of people experiencing unsheltered homelessness
CA SPM 3	Provides pathways to youth experiencing homelessness by funding permanent housing through rapid rehousing.
CA SPM 7.3	Provides pathways to youth experiencing homelessness by funding permanent housing through rapid rehousing.

Clear metric for how success of Key Action 79 will be measured

of individuals enrolled, # of individuals permanently housed # of individuals who do not return to homelessness within 6 months.

Lead Entity for Key Action 79

San Diego County

Collaborating entity/ies for Key Action 79

TBD

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 79

Milestones for Key Action 79	Target dates for Key Action 79 milestones
Procurement Activities for provider	2/1/2027
Program services begin	1/1/2028
Continuous referrals and engagement	6/30/2029

Target date for completing Key Action 79

6/30/2029

Funding Sources for Key Action 79

Funding Sources for Key Action 79

Funding source	Description of how the funding will contribute to the achievement of Key Action 79	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 6	Provides rapid rehousing dollars for youth to access permanent housing	YSA: Rapid Rehousing/ Rental Subsidies

Identify which of the following equity improvement areas will be addressed by Key Action 79.

Equity Areas for Key Action 79

Equity area	Description of how Key Action 79 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	Youth have access to rapid rehousing dollars which allows them to access permanent housing. Youth who identify as LGBTQ+ and youth of color experience homelessness at a higher rate than the overall youth population.

Key Action 80

Description

Other Community Based Services and Recidivism Reductions Programs

Identify which CA SPM(s) will be improved by Key Action 80 and how.

SPM Improvement Plan for Key Action 80

CA SPM	Specific description of how Key Action 80 will improve this CA SPM
CA SPM 1a	Provides funding for housing and referrals to shelters for those with justice involvement which helps to reduce the number of people experiencing homelessness
CA SPM 7.1a	Provides funding for housing and referrals to shelters for those with justice involvement which helps to reduce the number of people experiencing homelessness
CA SPM 1b	Provides funding for housing and referrals to shelters for those with justice involvement which helps to reduce the number of people experiencing unsheltered homelessness
CA SPM 7.1b	Provides funding for housing and referrals to shelters for those with justice involvement which helps to reduce the number of people experiencing unsheltered homelessness
CA SPM 3	Provides funding for permanent housing which increases the number of successful exits to permanent housing
CA SPM 7.3	Provides funding for permanent housing which increases the number of successful exits to permanent housing for individuals with justice involvement

Clear metric for how success of Key Action 80 will be measured

of individuals enrolled, # of individuals referred to bridge housing, # of individuals enrolled in rapid rehousing.

Lead Entity for Key Action 80

San Diego County

Collaborating entity/ies for Key Action 80

N/A

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 80

Milestones for Key Action 80

Target dates for Key Action 80 milestones

Continuous referrals and enrollment.

6/30/2029

Target date for completing Key Action 80

6/30/2029

Funding Sources for Key Action 80

Funding Sources for Key Action 80

Funding source

Description of how the funding will contribute to the achievement of Key Action 80

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Board of State and Community Corrections (BSCC)

Assists with housing for individuals who have justice involvement which reduces the number of people experiencing homelessness and provides rapid rehousing funding which leads to an increase in successful permanent housing placements.

Community Corrections Sub Account (CCSA)

Assists with housing for individuals who have justice involvement which reduces the number of people experiencing homelessness and provides rapid rehousing funding which leads to an increase in successful permanent housing placements.

Identify which of the following equity improvement areas will be addressed by Key Action 80.

Equity Areas for Key Action 80

Equity area

Description of how Key Action 80 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

Justice involved individuals reentering the community are more likely to be male and Black, Indigenous or People of Color (BIPOC). This program aims to serve re-entry individuals and prevent recidivism. When people are stably housed upon release, the risk of homelessness and re-incarceration are reduced.

Housing Placements

Justice involved individuals reentering the community are more likely to be male and Black, Indigenous or People of Color (BIPOC). This program aims to serve re-entry individuals and prevent recidivism. When people are stably housed upon release, the risk of homelessness and re-incarceration are

reduced.

Key Action 81

Description

Landlord Incentive Program- Provides incentives to landlords to increase affordable housing availability and reduce the burden on landlords.

Identify which CA SPM(s) will be improved by Key Action 81 and how.

SPM Improvement Plan for Key Action 81

CA SPM	Specific description of how Key Action 81 will improve this CA SPM
CA SPM 3	Provides incentives to landlords for permanent affordable housing rental

Clear metric for how success of Key Action 81 will be measured

of units secured.

Lead Entity for Key Action 81

San Diego County

Collaborating entity/ies for Key Action 81

Local landlords, housing navigator providers.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 81

Milestones for Key Action 81	Target dates for Key Action 81 milestones
Continuous outreach and engagement with landlords	6/30/2029

Target date for completing Key Action 81

6/30/2029

Funding Sources for Key Action 81

Funding Sources for Key Action 81

Funding source	Description of how the funding will contribute to the achievement of Key Action 81	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
United States Department of Housing and Urban Development-MOD Rehab	Will help increase successful exits to permanent housing placement	
County General Purpose Revenue	Will help increase successful exits to permanent housing placement	

Identify which of the following equity improvement areas will be addressed by Key Action 81.

Equity Areas for Key Action 81

Equity area	Description of how Key Action 81 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	Ensuring that both enrollments to programs and services, and outcomes for housing placements are equitable is critical to addressing the disparities in Black, Indigenous and People of Color (BIPOC) representation in the San Diego homelessness population. Addressing barriers to permanent housing can reduce the number of individuals experiencing sheltered and unsheltered homelessness across the region. Providing access to a rental unit through landlord engagement and incentives provides more access to stable permanent housing and reduces recidivism back into homelessness.

Key Action 82

Description

Security Deposit Assistance Program (SDAP) provides one-time payment assistance for renters unable to pay for a security deposit through a security deposit voucher program.

Identify which CA SPM(s) will be improved by Key Action 82 and how.

SPM Improvement Plan for Key Action 82

CA SPM	Specific description of how Key Action 82 will improve this CA SPM
CA SPM 3	Provides one time assistance to move into permanent housing thus increasing successful exits to permanent housing

Clear metric for how success of Key Action 82 will be measured

of households assisted with a deposit for housing

Lead Entity for Key Action 82

San Diego County

Collaborating entity/ies for Key Action 82

N/A

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 82

Milestones for Key Action 82	Target dates for Key Action 82 milestones
Continuous referrals and enrollment for eligible voucher holders.	6/30/2029

Target date for completing Key Action 82

6/30/2029

Funding Sources for Key Action 82

Funding Sources for Key Action 82

Funding source	Description of how the funding will contribute to the achievement of Key Action 82	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
United States Department of Housing and Urban Development-MOD Rehab	Securing permanent housing units will increase the successful exits to permanent housing	
County General Purpose Revenue	Securing permanent housing units will increase the successful exits to permanent housing	

Identify which of the following equity improvement areas will be addressed by Key Action 82.

Equity Areas for Key Action 82

Equity area	Description of how Key Action 82 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	Ensuring that both enrollments to programs and services, and outcomes for housing placements are equitable is critical to addressing the disparities in Black, Indigenous and People of Color (BIPOC) representation in the San Diego homelessness population. Addressing barriers to permanent housing, including rental deposit assistance can reduce the number of individuals experiencing sheltered and unsheltered homelessness across the region.
Housing Retention	Ensuring that both enrollments to programs and services, and outcomes for housing placements are equitable is critical to addressing the disparities in Black, Indigenous and People of Color (BIPOC) representation in the San Diego homelessness population. Addressing barriers to permanent housing, including rental deposit assistance can reduce the number of individuals experiencing sheltered and unsheltered homelessness across the region.

Key Action 83

Description

California Emergency Solutions and Housing (CESH) Program provides Homeless Prevention services for people at risk of homelessness, along with a Flat Rent Subsidies for those that qualify. The contract provides for Bridge Housing in all contract years for people who are experiencing homelessness. Services are provided Countywide.

Identify which CA SPM(s) will be improved by Key Action 83 and how.

SPM Improvement Plan for Key Action 83

CA SPM	Specific description of how Key Action 83 will improve this CA SPM
CA SPM 1a	Assists people at risk of homelessness with rental subsidies will reduce the number of people experiencing homelessness

- CA SPM 1b Assists people at risk of homelessness with rental subsidies will reduce the number of people experiencing unsheltered homelessness
- CA SPM 3 Assists people at risk of homelessness with rental subsidies that will increase the number of successful exits to permanent housing

Clear metric for how success of Key Action 83 will be measured
 # of individuals served, # of permanent housing placements.

Lead Entity for Key Action 83
 San Diego County

Collaborating entity/ies for Key Action 83
 Equus Workforce Solutions

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 83

Milestones for Key Action 83	Target dates for Key Action 83 milestones
Continuous referrals and enrollment for eligible voucher holders.	6/30/2029

Target date for completing Key Action 83
 6/30/2029

Funding Sources for Key Action 83

Funding source	Description of how the funding will contribute to the achievement of Key Action 83	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
The California Emergency Solutions and Housing grant (CESH)	Assists with rental subsidies that increase the number of successful exits to permanent housing	

Identify which of the following equity improvement areas will be addressed by Key Action 83.

Equity Areas for Key Action 83

Equity area	Description of how Key Action 83 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	Increasing successful placements to permanent housing

Key Action 84

Description

Tenant Legal Services- Contracted provider Legal Aid Society of San Diego (LASSD) provides direct tenant legal services (legal representation) as well as providing legal clinics, education, and outreach and case management for households at risk of being evicted.

Identify which CA SPM(s) will be improved by Key Action 84 and how.

SPM Improvement Plan for Key Action 84

CA SPM	Specific description of how Key Action 84 will improve this CA SPM
CA SPM 5	Prevents returns to homelessness by preserving permanent housing
CA SPM 2	Reduces the risk of people falling into homelessness for the first time

Clear metric for how success of Key Action 84 will be measured

of referrals, # of individuals served, # of cases assisted, outcome of cases where services were rendered.

Lead Entity for Key Action 84

San Diego County

Collaborating entity/ies for Key Action 84

Legal Aid Society of San Diego

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 84

Milestones for Key Action 84	Target dates for Key Action 84 milestones
Continuous referrals and enrollment	6/30/2029

Target date for completing Key Action 84

6/30/2029

Funding Sources for Key Action 84

Funding Sources for Key Action 84

Funding source	Description of how the funding will contribute to the achievement of Key Action 84	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Federal American Rescue Plan Act (ARPA)	Funding prevents homelessness by preserving permanent housing placements	

Identify which of the following equity improvement areas will be addressed by Key Action 84.

Equity Areas for Key Action 84

Equity area	Description of how Key Action 84 will address system performance disparities and ensure racial and gender equity in this area (choose one)
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at a minimum, or more)

Service Delivery This program ensures equal access to people who are at risk of homelessness with legal representation. Individuals with low income have reduced access to legal recourse. Many unfair and illegal rental situations can happen in housing units in low-income areas. These individuals may have barriers to equal representation including language barriers, issues with immigration status and overwhelming Black, Indigenous and People of Color (BIPOC).

Housing Retention This program ensures equal access to people who are at risk of homelessness with legal representation. Individuals with low income have reduced access to legal recourse. Many unfair and illegal rental situations can happen in housing units in low-income areas. These individuals may have barriers to equal representation including language barriers, issues with immigration status and overwhelming Black, Indigenous and People of Color (BIPOC).

Key Action 85

Description

Section 8 Moderate Rehabilitation Program- Moderate Rehabilitation is a Section 8 project-based program intended for landlords to reserve and rent subsidized housing units in association with the intent to rehabilitate the apartment complex. Housing and Urban Development (HUD) is not administering new contracts, however, there are two remaining complexes that are under contract until phased out.

Identify which CA SPM(s) will be improved by Key Action 85 and how.

SPM Improvement Plan for Key Action 85

CA SPM	Specific description of how Key Action 85 will improve this CA SPM
CA SPM 2	Potentially prevents individuals from becoming first time homeless and retains their housing preventing homelessness.

Clear metric for how success of Key Action 85 will be measured

of units, # of properties.

Lead Entity for Key Action 85

San Diego County

Collaborating entity/ies for Key Action 85

Local unit owners

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 85

Milestones for Key Action 85	Target dates for Key Action 85 milestones
Completion of rehabilitations on units.	6/30/2029

Target date for completing Key Action 85

Funding Sources for Key Action 85

Funding Sources for Key Action 85

Funding source	Description of how the funding will contribute to the achievement of Key Action 85	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Federal American Rescue Plan Act (ARPA)	Ensures that permanently housed low-income residents do not become first time homeless or return to homelessness.	

Identify which of the following equity improvement areas will be addressed by Key Action 85.

Equity Areas for Key Action 85

Equity area	Description of how Key Action 85 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Mod Rehab provides services to units in traditionally underserved communities in lower income units that are affordable. Upgrades ensure that the units remain affordable, preventing potential homelessness for tenants and ensuring stable housing to increase housing retention and reduce newly homeless individuals from entering the system. Individuals in these units are traditionally Black, Indigenous and People of Color (BIPOC).

Key Action 86

Description

Mainstream Vouchers are regular Housing Choice Vouchers with special eligibility criteria which includes a non-elderly disabled household member.

Identify which CA SPM(s) will be improved by Key Action 86 and how.

SPM Improvement Plan for Key Action 86

CA SPM	Specific description of how Key Action 86 will improve this CA SPM
CA SPM 1a	Reduces the number of people experiencing homelessness as they are successfully placed in permanent housing
CA SPM 1b	Reduces the number of people unsheltered experiencing homelessness as they are successfully placed in permanent housing
CA SPM 3	Increases the number of successful exits to permanent housing
CA SPM 5	Affordable housing results in the reduction of returns to homelessness

Clear metric for how success of Key Action 86 will be measured

individuals receiving vouchers, # of individuals who remain housed in affordable housing.

Lead Entity for Key Action 86

San Diego County

Collaborating entity/ies for Key Action 86

Landlords

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 86

Milestones for Key Action 86

Target dates for Key Action 86 milestones

Continuous enrollment of current voucher holders as funding is available 6/30/2029

Target date for completing Key Action 86

6/30/2029

Funding Sources for Key Action 86

Funding Sources for Key Action 86

Funding source

Description of how the funding will contribute to the achievement of Key Action 86

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Housing and Urban Development (HUD)

Assists with the increase in successful exits to permanent housing placements and increases housing retention prevention returns to homelessness

Identify which of the following equity improvement areas will be addressed by Key Action 86.

Equity Areas for Key Action 86

Equity area

Description of how Key Action 86 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Housing Placements

Ensures that people of color and those disproportionately represented in the system of care receive affordable units and avoid or resolve homelessness.

Housing Retention

Ensures that people of color and those disproportionately represented in the system of care receive affordable units and avoid or resolve homelessness.

Key Action 87

Description

Inclement Weather Program- Hotel/Motel vouchers for eligible individuals and families in unincorporated areas of the county during times of inclement weather and for urgent needs. The Inclement Weather

program provides temporary hotel/motel stays during time of inclement weather, such as rain, extreme heat, or extreme cold. The program secures sheltered spaces for individuals who would otherwise experience these weather events unsheltered.

Identify which CA SPM(s) will be improved by Key Action 87 and how.

SPM Improvement Plan for Key Action 87

CA SPM	Specific description of how Key Action 87 will improve this CA SPM
CA SPM 1a	Temporary housing for inclement weather program provides an opportunity to engage with individuals that may be experiencing sheltered/unsheltered homelessness.
CA SPM 1b	Temporary housing for inclement weather program provides an opportunity to engage with individuals that may be experiencing sheltered/unsheltered homelessness.

Clear metric for how success of Key Action 87 will be measured

individuals enrolled and temporarily housed

Lead Entity for Key Action 87

San Diego County

Collaborating entity/ies for Key Action 87

McAlister Institute for Treatment and Education, Inc

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 87

Milestones for Key Action 87	Target dates for Key Action 87 milestones
Ongoing engagement and enrollment during weather events.	6/30/2029

Target date for completing Key Action 87

6/30/2029

Funding Sources for Key Action 87

Funding Sources for Key Action 87

Funding source	Description of how the funding will contribute to the achievement of Key Action 87	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
County General Purpose Revenue	Housing individuals during inclement weather events including those who may be experiencing sheltered or unsheltered homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 87.

Equity Areas for Key Action 87

Equity area	Description of how Key Action 87 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	People within the homelessness system of care are disproportionately people of color. Ensuring access to temporary shelter can assist individuals with gaining access to referrals that can help end their episode of homelessness.

Key Action 88

Description

Emergency Housing Vouchers (EHV)-Housing Vouchers for individuals and families who are at risk of or experiencing homelessness, fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, human trafficking, or were recently homeless. EHV's are tenant based. The program is referral based.

Identify which CA SPM(s) will be improved by Key Action 88 and how.

SPM Improvement Plan for Key Action 88

CA SPM	Specific description of how Key Action 88 will improve this CA SPM
CA SPM 1a	Reduces the amount of people experiencing homelessness by providing affordable housing vouchers
CA SPM 7.1a	Reduces the amount of people experiencing homelessness by providing affordable housing vouchers
CA SPM 1b	Reduces the amount of people experiencing unsheltered homelessness by providing affordable housing vouchers
CA SPM 7.1b	Reduces the amount of people experiencing unsheltered homelessness by providing affordable housing vouchers
CA SPM 3	Increases successful exits to permanent housing
CA SPM 7.3	Increases successful exits to permanent housing
CA SPM 5	Reduces the rates of returning to homelessness
CA SPM 7.5	Reduces the rates of returning to homelessness

Clear metric for how success of Key Action 88 will be measured

individuals enrolled, # of individuals in permanent housing, retention rate for housed individuals/households.

Lead Entity for Key Action 88

San Diego County

Collaborating entity/ies for Key Action 88

Regional Task Force on Homelessness, Alpha Project

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 88

Milestones for Key Action 88

Target dates for Key Action 88 milestones

Continuous referrals and enrollment as new vouchers are received.

6/30/2029

Target date for completing Key Action 88
6/30/2029

Funding Sources for Key Action 88

Funding Sources for Key Action 88

Funding source	Description of how the funding will contribute to the achievement of Key Action 88	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Housing and Urban Development (HUD)	Increases the number of successful exits to permanent housing and reduces the rates of return to homelessness	
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Identify which of the following equity improvement areas will be addressed by Key Action 88.

Equity Areas for Key Action 88

Equity area	Description of how Key Action 88 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Housing Placements	EHVs ensure access to safe, stable affordable housing to low and very low-income households. These vouchers also serve specific victims of crime and assist with preventing homelessness, preventing returns to homelessness and overall household stability by offering affordable rental vouchers. Women are an overrepresented demographic of victims of crime.
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Key Action 89

Description

HOME Substance Abuse - Tenant-Based Rental Assistance (TBRA) Program- is a reunification program providing a safe living space to allow for parents to regain custody of their children with a maximum of 18 months of assistance. The program is referral based. The Substance Abuse - Tenant-Based Rental Assistance Program provides safe housing for individuals who have completed court ordered substance abuse treatment and the only barrier to regaining custody of their children is stable housing. This medium-term solution allows families to gain stability and prevents homelessness and relapse.

Identify which CA SPM(s) will be improved by Key Action 89 and how.

SPM Improvement Plan for Key Action 89

CA SPM	Specific description of how Key Action 89 will improve this CA SPM
CA SPM 3	Provides temporary assistance for permanent rental housing for the purpose of family reunification. Increases successful exits to permanent housing.
CA SPM 7.3	Provides temporary assistance for permanent rental housing for the purpose of family reunification. Increases successful exits to permanent housing.

Clear metric for how success of Key Action 89 will be measured

individuals enrolled, # of individuals who complete the program, # of individuals permanently housed.

Lead Entity for Key Action 89

San Diego County

Collaborating entity/ies for Key Action 89

County Child and Family Well-Being

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 89

Milestones for Key Action 89	Target dates for Key Action 89 milestones
Continuous referrals and enrollment.	6/30/2029

Target date for completing Key Action 89

6/30/2029

Funding Sources for Key Action 89

Funding Sources for Key Action 89

Funding source	Description of how the funding will contribute to the achievement of Key Action 89	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Housing and Urban Development (HUD)	Increases permanent housing exits	

Identify which of the following equity improvement areas will be addressed by Key Action 89.

Equity Areas for Key Action 89

Equity area	Description of how Key Action 89 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	This program assists families with parents who are enrolled in child welfare services with supportive housing with the intent of family reunification and housing placement and retention. These families can include single mothers, single fathers, or two parent home families. The prevalence of substance use disorder (SUD) in the child welfare system is high with estimates anywhere

from 40-80% of cases involving at least one parent with a maltreatment allegation. Only a fraction of those receive treatment. Those that receive intensive treatment and family reunification have better ongoing outcomes and a reduction in future risk of homelessness.

Housing Retention

This program assists families with parents who are enrolled in child welfare services with supportive housing with the intent of family reunification and housing placement and retention. These families can include single mothers, single fathers, or two parent home families. The prevalence of substance use disorder (SUD) in the child welfare system is high with estimates anywhere from 40-80% of cases involving at least one parent with a maltreatment allegation. Only a fraction of those receive treatment. Those that receive intensive treatment and family reunification have better ongoing outcomes and a reduction in future risk of homelessness.

Key Action 90

Description

Housing Choice Voucher (HVC)- Program provides rental assistance vouchers and public housing for low-income individuals and households

Identify which CA SPM(s) will be improved by Key Action 90 and how.

SPM Improvement Plan for Key Action 90

CA SPM	Specific description of how Key Action 90 will improve this CA SPM
CA SPM 3	Provides vouchers for affordable housing units that increases the number of successful exits to permanent housing
CA SPM 7.3	Provides vouchers for affordable housing units that increases the number of successful exits to permanent housing

Clear metric for how success of Key Action 90 will be measured

individuals enrolled, # of individuals permanently housed, housing retention data.

Lead Entity for Key Action 90

San Diego County

Collaborating entity/ies for Key Action 90

Incremental HCV's: County Housing and Community Development Services-Office of Homeless Solutions (HCDS-OHS) and County Public Safety Group. No Place Like Home PBVs: County Behavioral Health Services (BHS). VASH Vouchers: Veterans Affairs.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 90

Milestones for Key Action 90	Target dates for Key Action 90 milestones
Continuous referrals and enrollment as vouchers are available	6/30/2029

Target date for completing Key Action 90

Funding Sources for Key Action 90

Funding Sources for Key Action 90

Funding source	Description of how the funding will contribute to the achievement of Key Action 90	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Housing and Urban Development (HUD)	Increase successful exits to permanent housing	
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Identify which of the following equity improvement areas will be addressed by Key Action 90.

Equity Areas for Key Action 90

Equity area	Description of how Key Action 90 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Housing Placements	HCVs ensure access to safe, stable affordable housing for low and very low-income households. These vouchers assist with preventing homelessness, preventing homelessness and overall household stability by offering ongoing affordable rental vouchers.
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Housing Retention	HCVs ensure access to safe, stable affordable housing for low and very low-income households. These vouchers assist with preventing homelessness, preventing homelessness and overall household stability by offering ongoing affordable rental vouchers.
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Key Action 91

Description

Social Worker at the Library- County Library contracts with an agency that provides social worker services and counseling at the El Cajon Library 40 hours per week. Individuals experiencing homelessness are referred to services which includes shelter, self-sufficiency benefits and assistance with connections to community services

Identify which CA SPM(s) will be improved by Key Action 91 and how.

SPM Improvement Plan for Key Action 91

CA SPM	Specific description of how Key Action 91 will improve this CA SPM
CA SPM 1b	Engages with people experiencing unsheltered homelessness and makes referrals to shelters and other resources including referrals to the County outreach teams that can connect individuals with self-sufficiency benefits.

Clear metric for how success of Key Action 91 will be measured

individuals enrolled, # of individuals connected with Self-Sufficiency programs, # of individuals referred to HCDS-OHS for housing resources and referrals.

Lead Entity for Key Action 91
San Diego County

Collaborating entity/ies for Key Action 91
Housing and Community Development Services-Office of Homeless Solutions (HCDS-OHS) and Contracted Social Worker staff

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 91

Milestones for Key Action 91	Target dates for Key Action 91 milestones
Continuous referrals and enrollment.	6/30/2029

Target date for completing Key Action 91
6/30/2029

Funding Sources for Key Action 91

Funding Sources for Key Action 91

Funding source	Description of how the funding will contribute to the achievement of Key Action 91	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Library Fund	Assists with shelter referrals and system navigation reducing unsheltered homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 91.

Equity Areas for Key Action 91

Equity area	Description of how Key Action 91 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Assists with ensuring all patrons of the library have access to a social worker who can help navigate needs and connect with shelter and other resources

Key Action 92

Description

Tuberculosis Treatment and Housing- Provision of diagnosis, treatment, case management, and surveillance paired with supportive housing.

Identify which CA SPM(s) will be improved by Key Action 92 and how.

SPM Improvement Plan for Key Action 92

CA SPM	Specific description of how Key Action 92 will improve this CA SPM
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CA SPM 1a	Prevents individuals with communicable diseases from spreading the disease by offering temporary housing potentially solving for homelessness
CA SPM 1b	Prevents individuals with communicable diseases from spreading the disease by offering temporary housing potentially solving for unsheltered homelessness
CA SPM 7.1a	Prevents individuals with communicable diseases from spreading the disease by offering temporary housing potentially solving for homelessness
CA SPM 7.1b	Prevents individuals with communicable diseases from spreading the disease by offering temporary housing potentially solving for unsheltered homelessness

Clear metric for how success of Key Action 92 will be measured

individuals enrolled, # of individuals with interim housing stay, housing retention.

Lead Entity for Key Action 92

San Diego County

Collaborating entity/ies for Key Action 92

NAMI San Diego

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 92

Milestones for Key Action 92	Target dates for Key Action 92 milestones
Continuous referrals and enrollment	6/30/2029

Target date for completing Key Action 92

6/30/2029

Funding Sources for Key Action 92

Funding Sources for Key Action 92

Funding source	Description of how the funding will contribute to the achievement of Key Action 92	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Ryan White Part A	Assists those with communicable disease with temporary housing to avoid sheltered/unsheltered homelessness and prevent spread of the disease	

Identify which of the following equity improvement areas will be addressed by Key Action 92.

Equity Areas for Key Action 92

Equity area	Description of how Key Action 92 will address system performance disparities and ensure racial and gender equity in this area (choose one)
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at a minimum, or more)

Service Delivery	Communicable diseases such as Tuberculosis (TB) have a higher incident locally in the Hispanic population. Ensuring equal access to health care, services and isolation when necessary are important for overall community health but also to the individual to prevent future episodes of homelessness.
Housing Placements	Communicable diseases such as Tuberculosis (TB) have a higher incident locally in the Hispanic population. Ensuring equal access to health care, services and isolation when necessary are important for overall community health but also to the individual to prevent future episodes of homelessness.

Key Action 93

Description

Infectious Disease Temporary Lodging Program- Short-Term lodging and meals for eligible individuals with a confirmed diagnosis of an infectious disease (including but not limited to, COVID-19, noninfectious Tuberculosis, Shigellosis, Hepatitis A, and Mpox.) who do not have a place to safely isolate.

Identify which CA SPM(s) will be improved by Key Action 93 and how.

SPM Improvement Plan for Key Action 93

CA SPM	Specific description of how Key Action 93 will improve this CA SPM
CA SPM 1a	Prevents individuals with communicable diseases from spreading the disease by offering temporary housing potentially solving for homelessness
CA SPM 7.1a	Prevents individuals with communicable diseases from spreading the disease by offering temporary housing potentially solving for homelessness
CA SPM 1b	Prevents individuals with communicable diseases from spreading the disease by offering temporary housing potentially solving for unsheltered homelessness
CA SPM 7.1b	Prevents individuals with communicable diseases from spreading the disease by offering temporary housing potentially solving for unsheltered homelessness

Clear metric for how success of Key Action 93 will be measured

individuals enrolled, # of interim housing stays, # of meals served.

Lead Entity for Key Action 93

San Diego County

Collaborating entity/ies for Key Action 93

Strive Government Services

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 93

Milestones for Key Action 93	Target dates for Key Action 93 milestones
Continuous referrals and enrollment	6/30/2029

Target date for completing Key Action 93
6/30/2029

Funding Sources for Key Action 93

Funding Sources for Key Action 93

Funding source	Description of how the funding will contribute to the achievement of Key Action 93	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Epidemiology and Laboratory Capacity Funding	Potentially reduces sheltered and unsheltered homelessness while preventing disease spread	

Identify which of the following equity improvement areas will be addressed by Key Action 93.

Equity Areas for Key Action 93

Equity area	Description of how Key Action 93 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Ensuring equal access to health care, services and isolation when necessary are important for overall community health but also to the individual to prevent future episodes of homelessness. and prevent disease spread

Key Action 94

Description

Housing Opportunities for People with HIV/AIDS (HOPWA) - Being Alive Utility Assistance Program/Moving Program- This program provides utility assistance payments and supportive services payments on behalf of individuals with HIV/AIDS. These payments can prevent homelessness or returns to homelessness by providing flexible funding for smaller expenses to ensure individuals/households remain housed.

Identify which CA SPM(s) will be improved by Key Action 94 and how.

SPM Improvement Plan for Key Action 94

CA SPM	Specific description of how Key Action 94 will improve this CA SPM
CA SPM 1a	By assisting with flexible funding for utilities and supportive services, this program ensures that individuals can pay their rent, reducing returns to homelessness and first-time homelessness.
CA SPM 7.1a	By assisting with flexible funding for utilities and supportive services, this program ensures that individuals can pay their rent, reducing returns to homelessness and first-time homelessness.
CA SPM 1b	By assisting with flexible funding for utilities and supportive services, this program ensures that individuals can pay their rent, reducing returns to homelessness and first-

time homelessness.

CA SPM 7.1b By assisting with flexible funding for utilities and supportive services, this program ensures that individuals can pay their rent, reducing returns to homelessness and first-time homelessness.

CA SPM 5 By assisting with flexible funding for utilities and supportive services, this program ensures that individuals can pay their rent, reducing returns to homelessness and first-time homelessness.

CA SPM 7.5 By assisting with flexible funding for utilities and supportive services, this program ensures that individuals can pay their rent, reducing returns to homelessness and first-time homelessness.

Clear metric for how success of Key Action 94 will be measured

of individuals served, # of individuals who receive utility assistance. # of individuals that receive supportive services.

Lead Entity for Key Action 94

San Diego County

Collaborating entity/ies for Key Action 94

Being Alive

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 94

Milestones for Key Action 94

Target dates for Key Action 94 milestones

Serve a minimum of 60 households for utility payments

6/30/2026

Target date for completing Key Action 94

6/30/2026

Funding Sources for Key Action 94

Funding Sources for Key Action 94

Funding source

Description of how the funding will contribute to the achievement of Key Action 94

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Housing and Urban Development (HUD) – Housing Opportunities for People with HIV/AIDS (HOPWA) Prevents homelessness

Identify which of the following equity improvement areas will be addressed by Key Action 94.

Equity Areas for Key Action 94

Equity area	Description of how Key Action 94 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	70% of new cases of HIV/AIDS are Black and Hispanic. Ensuring individuals have access to supportive housing ensures that these households do not end up homeless by having to choose rental payments or utilities.
Housing Placements	70% of new cases of HIV/AIDS are Black and Hispanic. Ensuring individuals have access to supportive housing ensures that these households do not end up homeless by having to choose rental payments or utilities.
Housing Retention	70% of new cases of HIV/AIDS are Black and Hispanic. Ensuring individuals have access to supportive housing ensures that these households do not end up homeless by having to choose rental payments or utilities.

Key Action 95

Description

Housing Opportunities for People with HIV/AIDS (HOPWA) - Mama's Kitchen- This program provides nutritionally delivered meals to individuals with HIV/AIDS diagnosis.

Identify which CA SPM(s) will be improved by Key Action 95 and how.

SPM Improvement Plan for Key Action 95

CA SPM	Specific description of how Key Action 95 will improve this CA SPM
CA SPM 5	

Clear metric for how success of Key Action 95 will be measured

of individuals served, # of meals served.

Lead Entity for Key Action 95

San Diego County

Collaborating entity/ies for Key Action 95

Mama's Kitchen

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 95

Milestones for Key Action 95	Target dates for Key Action 95 milestones
Serve a minimum of 170 households.	6/30/2026
Target date for completing Key Action 95 6/30/2026	

Funding Sources for Key Action 95

Funding Sources for Key Action 95

Funding source	Description of how the funding will contribute to the achievement of Key Action 95	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Housing and Urban Development (HUD) – Housing Opportunities for People with HIV/AIDS (HOPWA)	Providing meals ensures that individuals can offset expenses to pay rental payments and retain permanent housing	

Identify which of the following equity improvement areas will be addressed by Key Action 95.

Equity Areas for Key Action 95

Equity area	Description of how Key Action 95 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Meal delivery assists those who are homebound with nutritious home delivered meals, which can be a goal in keeping someone from having to choose between paying rent and eating proper meals. 70% of new cases of HIV/AIDS are people who are Black or Hispanic.
Housing Retention	Meal delivery assists those who are homebound with nutritious home delivered meals, which can be a goal in keeping someone from having to choose between paying rent and eating proper meals. 70% of new cases of HIV/AIDS are people who are Black or Hispanic.

Key Action 96

Description

Housing Opportunities for People with HIV/AIDS (HOPWA) - Fraternity House- This program provides shelter beds, supportive services and a Semi-Independent Living program for individuals with HIV/AIDS.

Identify which CA SPM(s) will be improved by Key Action 96 and how.

SPM Improvement Plan for Key Action 96

CA SPM	Specific description of how Key Action 96 will improve this CA SPM
CA SPM 1a	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces the number of people experiencing homelessness.
CA SPM 7.1a	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces the number of people experiencing homelessness.
CA SPM 1b	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces the number of people experiencing homelessness.
CA SPM 7.1b	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces the number of people experiencing homelessness.
CA SPM 3	Provides assistance with housing navigation and connections to permanent housing.

CA SPM 7.3	Provides assistance with housing navigation and connections to permanent housing for people with HIV/AIDS
CA SPM 5	Reduces returns to homelessness for individuals with HIV/AIDS by providing supportive services, shelter and housing navigation
CA SPM 7.5	Reduces returns to homelessness for individuals with HIV/AIDS by providing supportive services, shelter and housing navigation

Clear metric for how success of Key Action 96 will be measured

of individuals served, # of bed nights provided in shelter and semi-independent living

Lead Entity for Key Action 96

San Diego County

Collaborating entity/ies for Key Action 96

Fraternity House

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 96

Milestones for Key Action 96	Target dates for Key Action 96 milestones
Provide supportive services for a minimum of 32 households	6/30/2026

Target date for completing Key Action 96

6/30/2026

Funding Sources for Key Action 96

Funding Sources for Key Action 96

Funding source	Description of how the funding will contribute to the achievement of Key Action 96	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Housing and Urban Development (HUD) – Housing Opportunities for People with HIV/AIDS (HOPWA)	Assistance with funding shelter beds and supportive services reduces homelessness and assists individuals with housing navigation and ongoing case management	

Identify which of the following equity improvement areas will be addressed by Key Action 96.

Equity Areas for Key Action 96

Equity area	Description of how Key Action 96 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery Shelter and supportive services can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.

Housing Placements Shelter and supportive services can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.

Housing Retention Shelter and supportive services can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.

Key Action 97

Description

Housing Opportunities for People with HIV/AIDS (HOPWA)- Josue Home- This program provides shelter beds, supportive services and a Semi-Independent Living program for individuals with HIV/AIDS.

Identify which CA SPM(s) will be improved by Key Action 97 and how.

SPM Improvement Plan for Key Action 97

CA SPM	Specific description of how Key Action 97 will improve this CA SPM
CA SPM 1a	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 7.1a	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 1b	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 7.1b	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 3	Provides assistance with housing navigation and connections to permanent housing
CA SPM 7.3	Provides assistance with housing navigation and connections to permanent housing
CA SPM 5	Reduces returns to homelessness by providing shelter and supportive services
CA SPM 7.5	Reduces returns to homelessness by providing shelter and supportive services to individuals with HIV/AIDS

Clear metric for how success of Key Action 97 will be measured

of individuals served, # of bed nights provided in shelter, # of households assisted with supportive

services.

Lead Entity for Key Action 97

San Diego County

Collaborating entity/ies for Key Action 97

St. Vincent de Paul Village (SVDP)

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 97

Milestones for Key Action 97	Target dates for Key Action 97 milestones
Provide supportive services for a minimum of 155 households	6/30/2026

Target date for completing Key Action 97

6/30/2026

Funding Sources for Key Action 97

Funding Sources for Key Action 97

Funding source	Description of how the funding will contribute to the achievement of Key Action 97	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Housing and Urban Development (HUD) – Housing Opportunities for People with HIV/AIDS (HOPWA)	Funds 70 shelter beds for individuals with HIV/AIDS reducing homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 97.

Equity Areas for Key Action 97

Equity area	Description of how Key Action 97 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Shelter and supportive services can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.
Housing Placements	Shelter and supportive services can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.

Key Action 98

Description

Housing Opportunities for People with HIV/AIDS (HOPWA) - Stepping Stone Housing Program- This program provides housing and supportive services for individuals with HIV/AIDS.

Identify which CA SPM(s) will be improved by Key Action 98 and how.

SPM Improvement Plan for Key Action 98

CA SPM	Specific description of how Key Action 98 will improve this CA SPM
CA SPM 1a	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 7.1a	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 1b	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces unsheltered homelessness
CA SPM 7.1b	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces unsheltered homelessness
CA SPM 3	Assists with housing navigation and next steps to ensure successful exits to permanent housing
CA SPM 7.3	Assists with housing navigation and next steps to ensure successful exits to permanent housing
CA SPM 5	Assists with housing navigation and next steps to ensure successful exits to permanent housing for people with HIV/AIDS
CA SPM 7.5	Assists with housing navigation and next steps to ensure successful exits to permanent housing for people with HIV/AIDS

Clear metric for how success of Key Action 98 will be measured

of individuals served. # of bed nights provided in housing. # of households who receive supportive services.

Lead Entity for Key Action 98

San Diego County

Collaborating entity/ies for Key Action 98

Stepping Stone

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 98

Milestones for Key Action 98	Target dates for Key Action 98 milestones
Provide a minimum of 17 shelter beds	6/30/2026

Target date for completing Key Action 98
6/30/2026

Funding Sources for Key Action 98

Funding Sources for Key Action 98

Funding source	Description of how the funding will contribute to the achievement of Key Action 98	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Housing and Urban Development (HUD) – Housing Opportunities for People with HIV/AIDS (HOPWA)	Provides housing for people with HIV/AIDS preventing homelessness and returns to homeless with housing and services	

Identify which of the following equity improvement areas will be addressed by Key Action 98.

Equity Areas for Key Action 98

Equity area	Description of how Key Action 98 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Housing and supportive services can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to tailored programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.
Housing Placements	Housing and supportive services can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to tailored programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.
Housing Retention	Housing and supportive services can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to tailored programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.

Key Action 99

Description

Housing Opportunities for People with HIV/AIDS (HOPWA) - Emergency Shelter Program- This program provides shelter beds, supportive services and housing operations for individuals who have a diagnosis of HIV/AIDS.

Identify which CA SPM(s) will be improved by Key Action 99 and how.

SPM Improvement Plan for Key Action 99

CA SPM	Specific description of how Key Action 99 will improve this CA SPM
CA SPM 1a	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 7.1a	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 1b	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces unsheltered homelessness
CA SPM 7.1b	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces unsheltered homelessness
CA SPM 3	Assists with housing navigation and next steps to ensure successful exits to permanent housing
CA SPM 7.3	Assists with housing navigation and next steps to ensure successful exits to permanent housing
CA SPM 4	Reduces the length of time someone is experiencing homelessness
CA SPM 7.4	Reduces the length of time someone is experiencing homelessness for those diagnosed with HIV/AIDS
CA SPM 5	Reduces the potential for returns to homelessness
CA SPM 7.5	Reduces the potential for returns to homelessness for people with an HIV/AIDS diagnosis

Clear metric for how success of Key Action 99 will be measured

of individuals served, # of individuals who receive supportive services, # of bed nights provided in shelter and housing operations

Lead Entity for Key Action 99

San Diego County

Collaborating entity/ies for Key Action 99

Townspople

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 99

Milestones for Key Action 99	Target dates for Key Action 99 milestones
Provide a minimum of 90 shelter beds.	6/30/2026

Target date for completing Key Action 99

6/30/2026

Funding Sources for Key Action 99

Funding Sources for Key Action 99

Funding source	Description of how the funding will contribute to the achievement of Key Action 99	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Housing and Urban Development (HUD) – Housing Opportunities for People with HIV/AIDS (HOPWA)	Shelter and supportive services offered to people with a diagnosis of HIV/AIDS. This program reduces homelessness and provides a pathway to permanent housing and wrap around supports.	

Identify which of the following equity improvement areas will be addressed by Key Action 99.

Equity Areas for Key Action 99

Equity area	Description of how Key Action 99 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Shelter, supportive services, and housing operations can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.
Housing Placements	Shelter, supportive services, and housing operations can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.
Housing Retention	Shelter, supportive services, and housing operations can assist individuals with HIV/AIDS to ensure they do not become or return to homelessness. 70% of new cases of HIV/AIDS are people who identify as Black or Hispanic. Ensuring individuals have access to programs and have equal outcomes is critical to ensuring equality and reducing homelessness throughout the region.

Key Action 100

Description

Housing Opportunities for People with HIV/AIDS (HOPWA) - Housing and Community Development Services-Housing Authority for The County of San Diego-Tenant-Based Rental Assistance. This program provides vouchers for housing and deposits for individuals with HIV/AIDS.

Identify which CA SPM(s) will be improved by Key Action 100 and how.

SPM Improvement Plan for Key Action 100

CA SPM	Specific description of how Key Action 100 will improve this CA SPM
CA SPM 1a	Provides housing vouchers for individuals with HIV/AIDS diagnosis potentially preventing homelessness and in-flow of first time homelessness.
CA SPM 7.1a	Provides housing vouchers for individuals with HIV/AIDS diagnosis potentially preventing homelessness and in-flow of first time homelessness.
CA SPM 1b	Provides housing vouchers for individuals with HIV/AIDS diagnosis potentially preventing homelessness and in-flow of first time homelessness.
CA SPM 7.1b	Provides housing vouchers for individuals with HIV/AIDS diagnosis potentially preventing homelessness and in-flow of first time homelessness.
CA SPM 4	Reduces the length of time someone is experiencing homelessness by providing vouchers for permanent housing
CA SPM 7.4	Reduces the length of time someone is experiencing homelessness by providing vouchers for permanent housing
CA SPM 3	Vouchers that assist with obtaining permanent housing
CA SPM 7.3	Vouchers that assist with obtaining permanent housing for people with HIV/AIDS
CA SPM 5	Reduces returns to homelessness
CA SPM 7.5	Reduces returns to homelessness for people with HIV/AIDS

Clear metric for how success of Key Action 100 will be measured

of individuals permanently housed, housing retention data on those housed.

Lead Entity for Key Action 100

San Diego County

Collaborating entity/ies for Key Action 100

N/A

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 100

Milestones for Key Action 100	Target dates for Key Action 100 milestones
Serve up to 130 individuals/households	6/30/2026

Target date for completing Key Action 100

6/30/2026

Funding Sources for Key Action 100

Funding Sources for Key Action 100

Funding source	Description of how the funding will contribute to the achievement of Key Action 100	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Housing and Urban Development (HUD) – Housing Opportunities for People with HIV/AIDS (HOPWA)	Providing housing assistance for permanent housing increases number of successful exits to permanent housing and reduces returns to homelessness	

Identify which of the following equity improvement areas will be addressed by Key Action 100.

Equity Areas for Key Action 100

Equity area	Description of how Key Action 100 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Over 70% of new cases of HIV/AIDS across the country are people who identify as Black or Hispanic. Ensuring equitable demographic data in access to programs and outcomes is critical to ensuring equality in the program design. The program will help to reduce overall rates of homelessness and unsheltered homelessness and provide stable housing for this population.
Housing Placements	Over 70% of new cases of HIV/AIDS across the country are people who identify as Black or Hispanic. Ensuring equitable demographic data in access to programs and outcomes is critical to ensuring equality in the program design. The program will help to reduce overall rates of homelessness and unsheltered homelessness and provide stable housing for this population.
Housing Retention	Over 70% of new cases of HIV/AIDS across the country are people who identify as Black or Hispanic. Ensuring equitable demographic data in access to programs and outcomes is critical to ensuring equality in the program design. The program will help to reduce overall rates of homelessness and unsheltered homelessness and provide stable housing for this population.

Key Action 101

Description

HIV/AIDS Intensive Case Management- Residential substance abuse treatment and sober living facilities and coordination of care. Clients experiencing substance use receive treatment in residential and sober living facilities preventing homelessness and addressing key issues to self-sufficiency and housing.

Identify which CA SPM(s) will be improved by Key Action 101 and how.

SPM Improvement Plan for Key Action 101

CA SPM	Specific description of how Key Action 101 will improve this CA SPM
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CA SPM 1a	Residential SUD treatment program and sober living facilities that can reduce the number of people experiencing homelessness
CA SPM 7.1a	Residential SUD treatment program and sober living facilities that can reduce the number of people experiencing homelessness
CA SPM 1b	Residential SUD treatment program and sober living facilities that can reduce the number of people experiencing unsheltered homelessness for individuals with HIV/AIDS
CA SPM 7.1b	Residential SUD treatment program and sober living facilities that can reduce the number of people experiencing unsheltered homelessness for individuals with HIV/AIDS

Clear metric for how success of Key Action 101 will be measured

individuals enrolled, # of individuals with interim housing stay, # of individuals who complete treatment.

Lead Entity for Key Action 101

San Diego County

Collaborating entity/ies for Key Action 101

NAMI San Diego

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 101

Milestones for Key Action 101

Target dates for Key Action 101 milestones

Continuous referrals and enrollment

6/30/2029

Target date for completing Key Action 101

6/30/2029

Funding Sources for Key Action 101

Funding Sources for Key Action 101

Funding source	Description of how the funding will contribute to the achievement of Key Action 101	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Ryan White Part B	Reduction in people experiencing homelessness	
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Identify which of the following equity improvement areas will be addressed by Key Action 101.

Equity Areas for Key Action 101

Equity area	Description of how Key Action 101 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery According to the Center for Disease Control (CDC), Blacks account for 37% of all new HIV infections even though they make up only 12% of the nation's population. Hispanics and Blacks make up 70% of all new HIV infections each year. Addressing the housing needs of those experiencing HIV/AIDS is critical as housing is correlated with better health outcomes. This residential program offers longer-term sober living housing and links individuals with longer-term, stable housing solutions and long-term case management and health services.

Housing Placements According to the Center for Disease Control (CDC), Blacks account for 37% of all new HIV infections even though they make up only 12% of the nation's population. Hispanics and Blacks make up 70% of all new HIV infections each year. Addressing the housing needs of those experiencing HIV/AIDS is critical as housing is correlated with better health outcomes. This residential program offers longer-term sober living housing and links individuals with longer-term, stable housing solutions and long-term case management and health services.

Key Action 102

Description

HIV/AIDS Emergency Housing Assistance- Short-term (up to 14 days) hotel/single room occupancy stay, or one-time rent payment to prevent eviction for clients receiving HIV case management and primary care services.

Identify which CA SPM(s) will be improved by Key Action 102 and how.

SPM Improvement Plan for Key Action 102

CA SPM	Specific description of how Key Action 102 will improve this CA SPM
CA SPM 1a	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 7.1a	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 1b	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness
CA SPM 7.1b	Provides shelter beds and supportive services for individuals with HIV/AIDS and reduces homelessness

Clear metric for how success of Key Action 102 will be measured

individuals enrolled, # of individuals with interim housing stay, housing retention.

Lead Entity for Key Action 102

San Diego County

Collaborating entity/ies for Key Action 102

NAMI San Diego

Key Actions to Improve the Region's CA SPMs - Milestone

Dates for Key Action 102

Milestones for Key Action 102

Target dates for Key Action 102 milestones

Continuous referrals and enrollment

6/30/2029

Target date for completing Key Action 102

6/30/2029

Funding Sources for Key Action 102

Funding Sources for Key Action 102

Funding source

Description of how the funding will contribute to the achievement of Key Action 102

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

Ryan White Part B

Shelter reduces the rates of unsheltered homelessness and connects individuals with case management services

Identify which of the following equity improvement areas will be addressed by Key Action 102.

Equity Areas for Key Action 102

Equity area

Description of how Key Action 102 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery

According to the Center for Disease Control (CDC), Blacks account for 37% of all new HIV infections even though they make up only 12% of the nation's population. Hispanics and Blacks make up 70% of all new HIV infections each year. Addressing the housing needs of those experiencing HIV/AIDS is critical as housing is correlated with better health outcomes. This program has a short-term stay, however, links individuals with longer term, stable housing solutions and long-term case management and health services

Housing Placements

According to the Center for Disease Control (CDC), Blacks account for 37% of all new HIV infections even though they make up only 12% of the nation's population. Hispanics and Blacks make up 70% of all new HIV infections each year. Addressing the housing needs of those experiencing HIV/AIDS is critical as housing is correlated with better health outcomes. This program has a short-term stay, however, links individuals with longer term, stable housing solutions and long-term case management and health services

Key Action 103

Description

Provide access to emergency shelters including resources for specific populations such as transition-age youth.

Identify which CA SPM(s) will be improved by Key Action 103 and how.

SPM Improvement Plan for Key Action 103

CA SPM	Specific description of how Key Action 103 will improve this CA SPM
CA SPM 1a	Aligned with the number of people experiencing homelessness, this key action will ensure individuals experiencing homelessness have access to the critical services needed while they navigate their path toward permanent or long-term housing.
CA SPM 1b	This key action will ensure individuals experiencing unsheltered homelessness have access to emergency shelters.
CA SPM 3	In addition to a safe place to stay, emergency shelters offer access to critical resources including case management and housing navigation services. Program participants work closely with case managers during their stay to find appropriate placements to housing that best meet each individual's needs with the goal of long-term self-sufficiency and sustainability.
CA SPM 7.1a	Aligned with the number of people experiencing homelessness, this key action will ensure individuals experiencing homelessness, including youth and seniors, have access to the critical services needed while they navigate their path toward permanent or long-term housing.
CA SPM 7.1b	This key action will ensure individuals experiencing unsheltered homelessness, including youth and seniors, have access to emergency shelters.
CA SPM 7.3	In addition to a safe place to stay, emergency shelters, including shelters specific to youth or seniors, offer access to critical resources including case management and housing navigation services. Program participants work closely with case managers during their stay to find appropriate placements to housing that best meet each individual's needs with the goal of long-term self-sufficiency and sustainability.

Clear metric for how success of Key Action 103 will be measured

Success of the key action will be measured based on utilization rate of emergency shelters and availability of shelter space.

Lead Entity for Key Action 103

City of San Diego

Collaborating entity/ies for Key Action 103

County of San Diego, Regional Task Force on Homelessness, San Diego Housing Commission, local service providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 103

Milestones for Key Action 103	Target dates for Key Action 103 milestones
Sustain emergency shelter options available for individuals experiencing homelessness.	6/30/2029

Target date for completing Key Action 103
6/30/2029

Funding Sources for Key Action 103

Funding Sources for Key Action 103

Funding source	Description of how the funding will contribute to the achievement of Key Action 103	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
City of San Diego General Fund	Funding from this source contributed towards the operations of emergency shelters across the City.	
HHAP 5	Funding from each source contributed towards the operations of emergency shelters across the City.	
HHAP 6	Funding from this source will contribute towards the operations of emergency shelters across the City.	YSA: Operating Expenses – Interim Housing
HHAP 6	Funding from this source will contribute towards the operations of emergency shelters across the City.	Operating Expenses – Interim Housing

Identify which of the following equity improvement areas will be addressed by Key Action 103.

Equity Areas for Key Action 103

Equity area	Description of how Key Action 103 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	<p>The City of San Diego’s Homelessness Strategies and Solutions Department (Department) developed three goals as part of its Tactical Equity Plan. The Tactical Equity Plan enhances department capability to think through the necessary operational, policy, program, practice, and budget conditions needed to create equal and equitable outcomes for inclusive City services. The Department’s Tactical Equity Plan strives to accomplish the following:</p> <p>Goal 1: Broaden access to resources for all individuals experiencing homelessness. Objective: Enhance existing services with culturally responsive approaches.</p> <p>Goal 2: Improve existing programs for all individuals experiencing homelessness.</p>

Objective: Strengthen equity focus in program evaluation and design.

Goal 3: Address the needs of the City of San Diego's specific homeless populations.

Objective: Customize approaches for underserved populations.

In alignment with the Department's Tactical Equity Plan, this key action strives to address system performance disparities by working to ensure the utilization of homelessness services mirrors the demographic makeup of the San Diego homeless population and their varying needs. The key action ensures different populations within the homelessness system have access to emergency shelter and that factors such as race, age, gender identity, ability, or sexual orientation are not barriers to accessing quality homelessness services.

Key Action 104

Description

Provide connections to resources and placements to shelters and housing through street outreach.

Identify which CA SPM(s) will be improved by Key Action 104 and how.

SPM Improvement Plan for Key Action 104

CA SPM	Specific description of how Key Action 104 will improve this CA SPM
CA SPM 1a	Aligned with the number of people experiencing homelessness, this key action will ensure individuals experiencing homelessness have access to the critical services needed while they navigate their path toward permanent or long-term housing.
CA SPM 1b	Investing in street outreach will provide connections to critical resources for individuals experiencing unsheltered homelessness, including placements to emergency shelters and housing.
CA SPM 3	Using a client-centered, trauma-informed approach, outreach workers meet individuals experiencing unsheltered homelessness where they are to provide access to critical resources. Outreach workers provide street-based case management to find appropriate placements to shelter or housing that best meet each individual's needs with the goal of long-term self-sufficiency and sustainability.
CA SPM 6	Using a client-centered, trauma-informed approach, outreach workers meet individuals experiencing unsheltered homelessness where they are to provide access to critical resources. Outreach workers provide street-based case management to find appropriate placements to shelter or housing that best meet each individual's needs with the goal of long-term self-sufficiency and sustainability.

Clear metric for how success of Key Action 104 will be measured

Success of the key action will be measured based on the number of housing and shelter placements through street outreach including placements to non-traditional shelter options such as the City of San Diego's Safe Sleeping Program.

Lead Entity for Key Action 104

City of San Diego

Collaborating entity/ies for Key Action 104

County of San Diego, Regional Task Force on Homelessness, local service providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 104

Milestones for Key Action 104	Target dates for Key Action 104 milestones
Continue to plan and implement focused outreach events and encampment resolution projects.	6/30/2029

Target date for completing Key Action 104
6/30/2029

Funding Sources for Key Action 104

Funding Sources for Key Action 104

Funding source	Description of how the funding will contribute to the achievement of Key Action 104	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
City of San Diego General Fund	Funds will support the City of San Diego's Coordinated Street Outreach Program which provides access to resources to individuals experiencing unsheltered homelessness, including placements into shelter and housing, through street-based case management.	
HHAP 5	Funds will support the City of San Diego's Coordinated Street Outreach Program which provides access to resources to individuals experiencing unsheltered homelessness, including placements into shelter and housing, through street-based case management.	

Identify which of the following equity improvement areas will be addressed by Key Action 104.

Equity Areas for Key Action 104

Equity area	Description of how Key Action 104 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	The City of San Diego's Homelessness Strategies and Solutions Department

(Department) developed three goals as part of its Tactical Equity Plan. The Tactical Equity Plan enhances department capability to think through the necessary operational, policy, program, practice, and budget conditions needed to create equal and equitable outcomes for inclusive City services. The Department’s Tactical Equity Plan strives to accomplish the following:

Goal 1: Broaden access to resources for all individuals experiencing homelessness.
Objective: Enhance existing services with culturally responsive approaches.

Goal 2: Improve existing programs for all individuals experiencing homelessness.
Objective: Strengthen equity focus in program evaluation and design.

Goal 3: Address the needs of the City of San Diego’s specific homeless populations.
Objective: Customize approaches for underserved populations.

In alignment with the Department’s Tactical Equity Plan, this key action strives to address system performance disparities by working to ensure all San Diegans experiencing unsheltered homelessness have equitable access to appropriate homelessness services regardless of factors such as race, age, gender identity, ability, or sexual orientation. The City of San Diego’s Coordinated Street Outreach Program uses trained social workers and peer specialists to connect individuals experiencing unsheltered homelessness to shelters, housing, and supportive services. The program takes a coordinated approach to ensure adequate and equitable coverage of outreach teams and works to identify and proactively respond to critical areas throughout the City of San Diego.

Key Action 105

Description

Invest in diversion resources that increase placements to permanent and long-term housing.

Identify which CA SPM(s) will be improved by Key Action 105 and how.

SPM Improvement Plan for Key Action 105

CA SPM	Specific description of how Key Action 105 will improve this CA SPM
CA SPM 1b	The City of San Diego’s Family Reunification Program is a diversion program that is a hybrid of outreach, supportive services, and rehousing. The program reconnects individuals experiencing homelessness, including unsheltered homelessness, with their families and loved ones willing to provide a stable living environment and helping to build support systems and establish links to long-term housing. In addition, investing in diversion programs that are focused on using problem-solving strategies and short-term financial assistance to overcome barriers to housing is an efficient and effective resource to connect individuals and families to housing.
CA SPM 3	Investing in the Family Reunification Program or other diversion programs that are focused on using problem-solving strategies and short-term financial assistance to overcome barriers to housing is an efficient and effective resource to connect individuals and families to housing. In addition, the Safe Parking Program often serves

individuals and families new to the homelessness system and at risk of entering into the shelter system. The program provides individuals and families with a temporary, safe place to stay in their vehicles while they receive supportive services focused on quickly transitioning them back into housing, making their experiences of homelessness as brief as possible and non-recurring, and diverting them from the larger shelter system.

CA SPM 4 Investing in the Family Reunification Program, Safe Parking Program, or other diversion programs that are focused on using problem-solving strategies and short-term financial assistance to overcome barriers to housing is an efficient and effective resource to connect individuals and families to housing.

CA SPM 6 Using a client-centered, trauma-informed approach, outreach workers meet individuals experiencing unsheltered homelessness where they are to provide access to critical resources. Outreach workers use problem-solving skills and diversion resources, which may include the Family Reunification Program or other diversion resources, to connect individuals to permanent or other form of long-term housing.

Clear metric for how success of Key Action 105 will be measured

Success of the key action will be measured by the number of connections to housing made through programs, including, but not limited to, the Family Reunification Program, Safe Parking Program, and other diversion programs.

Lead Entity for Key Action 105

City of San Diego

Collaborating entity/ies for Key Action 105

Regional Task Force on Homelessness, Local service providers

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 105

Milestones for Key Action 105

Target dates for Key Action 105 milestones

Invest in diversion resources including the Family Reunification Program, Safe Parking Program, and diversion programs aimed at creating throughput in the shelter system and connecting individuals experiencing homelessness to permanent or long-term housing solutions. 6/30/2029

Target date for completing Key Action 105

6/30/2029

Funding Sources for Key Action 105

Funding Sources for Key Action 105

Funding source

Description of how the funding will contribute to the achievement of Key Action 105

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

City of San Diego General Fund Funding will support diversion

	programs, including, but not limited to, the Safe Parking Program and Family Reunification Program.	
HHAP 5	Funding will support diversion programs, including, but not limited to, the Safe Parking Program and Family Reunification Program.	
HHAP 6	Funding will support diversion programs, including, but not limited to, the Family Reunification Program and other diversion initiatives.	Prevention and Diversion

Identify which of the following equity improvement areas will be addressed by Key Action 105.

Equity Areas for Key Action 105

Equity area	Description of how Key Action 105 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	<p>The City of San Diego’s Homelessness Strategies and Solutions Department (Department) developed three goals as part of its Tactical Equity Plan. The Tactical Equity Plan enhances department capability to think through the necessary operational, policy, program, practice, and budget conditions needed to create equal and equitable outcomes for inclusive City services. The Department’s Tactical Equity Plan strives to accomplish the following:</p> <p>Goal 1: Broaden access to resources for all individuals experiencing homelessness. Objective: Enhance existing services with culturally responsive approaches.</p> <p>Goal 2: Improve existing programs for all individuals experiencing homelessness. Objective: Strengthen equity focus in program evaluation and design.</p> <p>Goal 3: Address the needs of the City of San Diego’s specific homeless populations. Objective: Customize approaches for underserved populations.</p> <p>In alignment with the Department’s Tactical Equity Plan, this key action strives to address system performance disparities by working to ensure San Diegans experiencing homelessness have equitable access to appropriate homelessness services that meet their specific needs regardless of factors such as race, age, gender identity, ability, or sexual orientation.</p>
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Key Action 106

Description
Invest in prevention resources that prevent individuals and families from entering the homelessness

system.

Identify which CA SPM(s) will be improved by Key Action 106 and how.

SPM Improvement Plan for Key Action 106

CA SPM	Specific description of how Key Action 106 will improve this CA SPM
CA SPM 1b	The City of San Diego funds the Housing Instability Prevention Program which pays a shallow rental subsidy for households with low income who are experiencing a housing crisis and at risk of homelessness. In addition, the City of San Diego also funds the Eviction Prevention Program which assists renters with low income who are facing eviction. The program serves as a one-stop shop, offering free legal and related services aimed at preventing evictions and homelessness. Prevention programs like this help to deter the increase in the number of people experiencing unsheltered homelessness and number of people accessing services for the first time.
CA SPM 2	The City of San Diego funds the Housing Instability Prevention Program which pays a shallow rental subsidy for households with low income who are experiencing a housing crisis and at risk of homelessness. In addition, the City of San Diego also funds the Eviction Prevention Program which assists renters with low income who are facing eviction. The program serves as a one-stop shop, offering free legal and related services aimed at preventing evictions and homelessness. Prevention programs like this help to deter the increase in the number of people experiencing unsheltered homelessness and number of people accessing services for the first time.

Clear metric for how success of Key Action 106 will be measured

Success of the key action will be measured by the number of individuals and households at risk of homelessness who were assisted through prevention programs, including, but not limited to, the Eviction Prevention Program and Housing Instability Prevention Program.

Lead Entity for Key Action 106

City of San Diego

Collaborating entity/ies for Key Action 106

San Diego Housing Commission

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 106

Milestones for Key Action 106	Target dates for Key Action 106 milestones
Continue to invest in prevention programs such as the Eviction Prevention Program and Housing Instability Prevention Program.	6/30/2029

Target date for completing Key Action 106

6/30/2029

Funding Sources for Key Action 106

Funding Sources for Key Action 106

Funding source	Description of how the funding will contribute to the achievement of Key Action 106	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
City of San Diego General Fund	Funding will support prevention programs including the Eviction Prevention Program and Housing Instability Prevention Program.	

Identify which of the following equity improvement areas will be addressed by Key Action 106.

Equity Areas for Key Action 106

Equity area	Description of how Key Action 106 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	<p>The City of San Diego’s Homelessness Strategies and Solutions Department (Department) developed three goals as part of its Tactical Equity Plan. The Tactical Equity Plan enhances department capability to think through the necessary operational, policy, program, practice, and budget conditions needed to create equal and equitable outcomes for inclusive City services. The Department’s Tactical Equity Plan strives to accomplish the following:</p> <p>Goal 1: Broaden access to resources for all individuals experiencing homelessness. Objective: Enhance existing services with culturally responsive approaches.</p> <p>Goal 2: Improve existing programs for all individuals experiencing homelessness. Objective: Strengthen equity focus in program evaluation and design.</p> <p>Goal 3: Address the needs of the City of San Diego’s specific homeless populations. Objective: Customize approaches for underserved populations.</p> <p>In alignment with the Department’s Tactical Equity Plan, this key action strives to address system performance disparities by working to ensure San Diegans at-risk of homelessness or experiencing housing instability have equitable access to appropriate housing services that meet their specific needs regardless of factors such as race, age, gender identity, ability, or sexual orientation.</p>
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Key Action 107

Description

Broaden access to affordable housing through innovative projects, including, but not limited to, Project Homekey and Bridge to Home.

Identify which CA SPM(s) will be improved by Key Action 107 and how.

SPM Improvement Plan for Key Action 107

CA SPM	Specific description of how Key Action 107 will improve this CA SPM
CA SPM 3	Through collaboration between the City of San Diego, San Diego Housing Commission, County of San Diego, Regional Task Force on Homelessness, and local service providers, the State has granted four different Project Homekey projects in the City of San Diego. These projects not only broaden access to different housing options for individuals experiencing homelessness, but they also provide supportive services and housing vouchers to help residents pay their rent and stay housed. In addition, the City's Bridge to Home Program provides gap financing to qualified developers to make affordable housing projects a reality and create homes for families and individuals who cannot afford market-rate housing, including many at risk or currently experiencing homelessness.
CA SPM 5	Through collaboration between the City of San Diego, San Diego Housing Commission, County of San Diego, Regional Task Force on Homelessness, and local service providers, the State has granted four different Project Homekey projects in the City of San Diego. These projects not only broaden access to different housing options for individuals experiencing homelessness, but they also provide supportive services and housing vouchers to help residents pay their rent and stay housed. In addition, the City's Bridge to Home Program provides gap financing to qualified developers to make affordable housing projects a reality and create homes for families and individuals who cannot afford market-rate housing, including many at risk or currently experiencing homelessness.

Clear metric for how success of Key Action 107 will be measured

Success will be measured by the number of newly created affordable housing units available and the number of individuals experiencing homelessness exiting to housing.

Lead Entity for Key Action 107

City of San Diego

Collaborating entity/ies for Key Action 107

San Diego Housing Commission, County of San Diego, Regional Task Force on Homelessness

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 107

Milestones for Key Action 107	Target dates for Key Action 107 milestones
Continue to invest in innovative programs that broaden access to affordable housing.	6/30/2029

Target date for completing Key Action 107

6/30/2029

Funding Sources for Key Action 107

Funding Sources for Key Action 107

Funding source	Description of how the funding will contribute to the achievement of Key	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key
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Action 107**Action.**

The Homekey Program

Funds support four different housing projects including:

1. Pacific Village: \$15.85 million to create 62 affordable single-room occupancy units. San Diego Housing Commission committed 62 rental housing vouchers to help residents pay their rent.

2. Abbot Street Apartments: \$3.9 million to create 13 affordable units. San Diego Housing Commission awarded housing vouchers to help residents pay their rent.

3. PATH Villas El Cerrito: \$11.83 million to help finance the development of 40 new affordable rental apartments. The City of San Diego and County of San Diego also allocated funds for this project, including additional funding from the County of San Diego for supportive services. San Diego Housing Commission awarded housing vouchers to help residents pay rent.

4. Kearny Vista and Valley Vista Apartments: \$37.7 million to create 332 units. The City of San Diego allocated funds for this project, and the County of San Diego allocated funding for supportive services. San Diego Housing Commission awarded housing vouchers to help resident pay rent.

Community Development Block Grant (CDBG)

The City of San Diego's Economic Development Department administers the successful gap-financing program, Bridge to Home. Via regular NOFAs (utilizing LMIHAF, PLHA, CDBG, and HOME funds), the City allocates between \$3-5 million in funding per project via a competitive process to affordable

Permanent Local Housing Allocation (PLHA)	<p>housing projects that are in their final stretch of securing funding. To date, after five rounds of NOFAs, over \$100 million have been allocated to help build over 2,100 income-restricted homes.</p>
Low and Moderate Income Housing Asset Fund (LMIHAF)	<p>The City of San Diego's Economic Development Department administers the successful gap-financing program, Bridge to Home. Via regular NOFAs (utilizing LMIHAF, PLHA, CDBG, and HOME funds), the City allocates between \$3-5 million in funding per project via a competitive process to affordable housing projects that are in their final stretch of securing funding. To date, after five rounds of NOFAs, over \$100 million have been allocated to help build over 2,100 income-restricted homes.</p>
Other local funding sources	<p>Funds support four different housing projects including:</p> <ol style="list-style-type: none"> 1. Pacific Village: \$15.85 million to create 62 affordable single-room occupancy units. San Diego Housing Commission committed 62 rental housing vouchers to help residents pay their rent. 2. Abbot Street Apartments: \$3.9 million to create 13 affordable

units. San Diego Housing Commission awarded housing vouchers to help residents pay their rent.

3. PATH Villas El Cerrito: \$11.83 million to help finance the development of 40 new affordable rental apartments. The City of San Diego and County of San Diego also allocated funds for this project, including additional funding from the County of San Diego for supportive services. San Diego Housing Commission awarded housing vouchers to help residents pay rent.

4. Kearny Vista and Valley Vista Apartments: \$37.7 million to create 332 units. The City of San Diego allocated funds for this project, and the County of San Diego allocated funding for supportive services. San Diego Housing Commission awarded housing vouchers to help resident pay rent.

Identify which of the following equity improvement areas will be addressed by Key Action 107.

Equity Areas for Key Action 107

Equity area	Description of how Key Action 107 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	<p>The City of San Diego's Homelessness Strategies and Solutions Department (Department) developed three goals as part of its Tactical Equity Plan. The Tactical Equity Plan enhances department capability to think through the necessary operational, policy, program, practice, and budget conditions needed to create equal and equitable outcomes for inclusive City services. The Department's Tactical Equity Plan strives to accomplish the following:</p> <p>Goal 1: Broaden access to resources for all individuals experiencing homelessness. Objective: Enhance existing services with culturally responsive approaches.</p> <p>Goal 2: Improve existing programs for all individuals experiencing homelessness. Objective: Strengthen equity focus in program evaluation and design.</p>

Goal 3: Address the needs of the City of San Diego’s specific homeless populations.

Objective: Customize approaches for underserved populations.

In alignment with the Department’s Tactical Equity Plan, this key action strives to address system performance disparities by making available more affordable housing resources in the City of San Diego, including for individuals experiencing homelessness.

Key Action 108

Description

Enhance RTFH’s Housing Problem Solving and Resolution Strategies initiative to increase placements to permanent and long-term housing.

Identify which CA SPM(s) will be improved by Key Action 108 and how.

SPM Improvement Plan for Key Action 108

CA SPM	Specific description of how Key Action 108 will improve this CA SPM
CA SPM 1b	RTFH has focused on Diversion-centered outreach, utilizing Housing Problem Solving techniques to meet key measures identified in the San Diego Regional Plan. These efforts are aimed at reducing the flow of individuals entering the homeless response system and promoting faster rehousing. Through Diversion strategies, providers learn to address an individual’s immediate housing crisis, helping them avoid a shelter stay, living in their vehicle, or other forms of homelessness by quickly moving them into a housed situation.
CA SPM 3	RTFH has focused on Diversion-centered outreach, utilizing Housing Problem Solving techniques to meet key measures identified in the San Diego Regional Plan. These efforts are aimed at reducing the flow of individuals entering the homeless response system and promoting faster rehousing. Through Diversion strategies, providers learn to address an individual’s immediate housing crisis, helping them avoid a shelter stay, living in their vehicle, or other forms of homelessness by quickly moving them into a housed situation.
CA SPM 4	RTFH has focused on Diversion-centered outreach, utilizing Housing Problem Solving techniques to meet key measures identified in the San Diego Regional Plan. These efforts are aimed at reducing the flow of individuals entering the homeless response system and promoting faster rehousing. Through Diversion strategies, providers learn to address an individual’s immediate housing crisis, helping them avoid a shelter stay, living in their vehicle, or other forms of homelessness by quickly moving them into a housed situation.
CA SPM 5	RTFH has focused on Diversion-centered outreach, utilizing Housing Problem Solving techniques to meet key measures identified in the San Diego Regional Plan. These efforts are aimed at reducing the flow of individuals entering the homeless response system and promoting faster rehousing. Diversion strategies empower individuals to remain housed by tailoring solutions to their unique strengths, skills, and barriers, minimizing the risk of returning to homelessness and enabling individuals to maintain housing with minimal support

CA SPM 6 RTFH has focused on Diversion-centered outreach, utilizing Housing Problem Solving techniques to meet key measures identified in the San Diego Regional Plan. These efforts are aimed at reducing the flow of individuals entering the homeless response system and promoting faster rehousing. Through Diversion strategies, providers learn to address an individual's immediate housing crisis, helping them avoid a shelter stay, living in their vehicle, or other forms of homelessness by quickly moving them into a housed situation.

Clear metric for how success of Key Action 108 will be measured

This action will improve the identified CA SPMs by moving unsheltered and sheltered individuals and families into permanent housing. This is an accelerated Rapid Rehousing approach.

Since the launch of previous rounds of HHAP funding, RTFH has focused on Diversion-centered outreach, utilizing Housing Problem Solving techniques to meet key measures identified in the San Diego Regional Plan. These efforts are aimed at reducing the flow of individuals entering the homeless response system and promoting faster rehousing. This approach also aligns with the CA SPMs 1b, 3, 4, 5, and 6.

RTFH defines Diversion as an intentional, problem-solving conversation with individuals experiencing homelessness to help them identify resources they can use to rapidly resolve their housing crisis. The RTFH Diversion-Focused Outreach and Engagement initiative equips staff with Housing-Focused Problem-Solving training and resources to support individuals in navigating their homelessness. This initiative includes case conferencing, technical assistance, and access to flexible funding, known as Resolution Strategies. This funding provides one-time financial support to households capable of rapidly resolving their homelessness, thus preventing prolonged shelter stays and fostering long-term, sustainable housing solutions. RTFH's Impact Report demonstrates the success of this initiative.

Since 2018, RTFH has contracted with national expert Ed Boyte to assess our system and collaborate with service providers in developing a practice that effectively addresses the needs of the San Diego region. Ed Boyte is a nationally recognized authority in mediation and conflict resolution, and RTFH has continued to contract with him to expand Diversion practices, widely known as Housing Problem Solving. His ongoing contributions have included community sessions, one-on-one training for various program models, and direct staff training on effective Diversion strategies and conflict resolution techniques.

Through Diversion strategies, providers learn to address an individual's immediate housing crisis, helping them avoid a shelter stay, living in their vehicle, or other forms of homelessness by quickly moving them into a housed situation (aligning with SPMs 1b, 3, 4, and 6). Moreover, Diversion strategies empower individuals to remain housed by tailoring solutions to their unique strengths, skills, and barriers, minimizing the risk of returning to homelessness and enabling individuals to maintain housing with minimal support (SPM 5).

RTFH will continue to build upon the existing success of Resolution Strategies to further enhance the Diversion program and improve outcomes related to SPMs 1b, 3, 4, and 6.

- Performance (2024): 489 households (597 individuals) served; 94% exited to permanent destinations; 96% retained housing at 12 months; \$3,150 average cost per household.
- Leveraged \$1.3M from County, Managed Care Plans, and philanthropy; avoided \$1.27M in shelter costs.
- Partnered with 28 agencies across the county.
- Impact: November–December 2024 marked the first time in 33 months more people exited to permanent housing than entered homelessness; annual exits increased 6%, with 9–10% increases in November/December.

Lead Entity for Key Action 108

Collaborating entity/ies for Key Action 108

Local Service Providers, Ed Boyte, County of San Diego, City of San Diego, San Diego Housing Commission, philanthropic partners, Managed Care Plans

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 108

Milestones for Key Action 108	Target dates for Key Action 108 milestones
Enhance RTFH’s Diversion strategies and lead the efforts in Diversion training in San Diego. Expand the Resolution Strategies funding to help individuals and families resolve their housing crises as quickly as possible without depending on dedicated permanent housing resources or subsidies.	6/30/2029

Target date for completing Key Action 108

6/30/2029

Funding Sources for Key Action 108

Funding Sources for Key Action 108

Funding source	Description of how the funding will contribute to the achievement of Key Action 108	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 4	Funding contributes to the achievement of Key Action by providing funds for trained practitioners, training and technical assistance, and flexible funding to provide financial assistance to connect people to housing.	
HHAP 5	Funding contributes to the achievement of Key Action by providing funds for trained practitioners, training and technical assistance, and flexible funding to provide financial assistance to connect people to housing.	
HHAP 6	Funding contributes to the achievement of Key Action by providing funds for trained practitioners, training and technical assistance, and flexible	Permanent Housing Services and Services Coordination

funding to provide financial assistance to connect people to housing.

ERF-3

Funding will support Resolution Strategies and RRH for the City of Lemon Grove encampment project that will serve 170 individuals through Diversion-focused Outreach, Flexible Housing Pool and Rapid Re-housing.

HHAP 6

Funding contributes to the achievement of Key Action by providing funds for trained practitioners, training and technical assistance, and flexible funding to provide financial assistance to connect people to housing.

YSA: Permanent Housing Services and Services Coordination

Identify which of the following equity improvement areas will be addressed by Key Action 108.

Equity Areas for Key Action 108

Equity area

Description of how Key Action 108 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Diversion is individualized to the specific homeless situation, and different for each person. Diversion is meant to be personalized to the strengths, skills, and barriers that are unique to each client and empower them to make safe and appropriate decisions for their housing. It allows a chance, with a little support, to stay in housing. For providers and our system as a whole, effective Diversion strategies allows more room for other, higher-need clients in their shelters and greater resources for those individuals. The Diversion-Focused Outreach and Engagement Initiative includes targeted training to the local service providers and other organizations that are better connected with racial and ethnic groups that are overrepresented among people experiencing homelessness. Through this effort of intentional Diversion-focused outreach, people that may not have access to traditional homeless services will be targeted to ensure an equitable access to housing and services.

Key Action 109

Description

Enhance long term housing and affordable housing projects, including but not limited to Flexible Housing Pool, Shared Housing, Master Leasing and extended Rapid Rehousing.

Identify which CA SPM(s) will be improved by Key Action 109 and how.

SPM Improvement Plan for Key Action 109

CA SPM	Specific description of how Key Action 109 will improve this CA SPM
CA SPM 1b	<p>Flexible Housing Pool FHP is a region-wide initiative administered by RTFH in partnership with public, private, and philanthropic partners to reduce systemic barriers to permanent housing. Combining landlord engagement, unit acquisition, flexible rental subsidies, and housing navigation, FHP has received state and national recognition for its success in improving access to units—particularly for populations facing market discrimination. Leveraged as a system-level tool aligned with RTFH’s focus on permanent housing exits and self-sufficiency.</p>
CA SPM 3	<p>Flexible Housing Pool FHP is a region-wide initiative administered by RTFH in partnership with public, private, and philanthropic partners to reduce systemic barriers to permanent housing. Combining landlord engagement, unit acquisition, flexible rental subsidies, and housing navigation, FHP has received state and national recognition for its success in improving access to units—particularly for populations facing market discrimination. Leveraged as a system-level tool aligned with RTFH’s focus on permanent housing exits and self-sufficiency.</p>
	<p>Shared Housing To increase exits to permanent housing through shared housing, it is essential to expand shared housing training for providers and landlords on how to effectively engage with individuals experiencing homelessness and navigate the complexities of shared housing arrangements. As shared housing continues to be an effective tool for maximizing existing housing stock, RTFH will continue funding efforts to expand its use and drive greater exits to permanent housing.</p>
	<p>Project HomeKey</p>
CA SPM 5	<p>Flexible Housing Pool FHP is a region-wide initiative administered by RTFH in partnership with public, private, and philanthropic partners to reduce systemic barriers to permanent housing. Combining landlord engagement, unit acquisition, flexible rental subsidies, and housing navigation, FHP has received state and national recognition for its success in improving access to units—particularly for populations facing market discrimination. Leveraged as a system-level tool aligned with RTFH’s focus on permanent housing exits and self-sufficiency.</p>
	<p>Extended RRH RTFH is focused on reducing the returns to homelessness through additional efforts of extending CoC funded RRH programs from less than 12 months of rental assistance to 18-24 months of rental assistance, especially with families. With low housing stock and being one of the most expensive places to live, households need more than 6-12 months of rental assistance to stabilize.</p>
	<p>Project HomeKey RTFH will continue to support capital projects that establish or increase permanent housing units in the San Diego region when funding allows. RTFH will leverage resources to fund and support development of permanent housing units for the community. RTFH has leveraged HHAP funds in 1.1M for the acquisition and</p>

rehabilitation of a property for a much needed, new permanent supportive housing units to the region's housing inventory.

CA SPM 6

Flexible Housing Pool

FHP is a region-wide initiative administered by RTFH in partnership with public, private, and philanthropic partners to reduce systemic barriers to permanent housing. Combining landlord engagement, unit acquisition, flexible rental subsidies, and housing navigation, FHP has received state and national recognition for its success in improving access to units—particularly for populations facing market discrimination. Leveraged as a system-level tool aligned with RTFH's focus on permanent housing exits and self-sufficiency.

Shared Housing

To increase exits to permanent housing through shared housing, it is essential to expand shared housing training for providers and landlords on how to effectively engage with individuals experiencing homelessness and navigate the complexities of shared housing arrangements. As shared housing continues to be an effective tool for maximizing existing housing stock, RTFH will continue funding efforts to expand its use and drive greater exits to permanent housing.

Project HomeKey

RTFH will continue to support capital projects that establish or increase permanent housing units in the San Diego region when funding allows. RTFH will leverage resources to fund and support development of permanent housing units for the community. RTFH has leveraged HHAP funds in 1.1M for the acquisition and rehabilitation of a property for a much needed, new permanent supportive housing units to the region's housing inventory.

Clear metric for how success of Key Action 109 will be measured

Increased homelessness in San Diego is tied to the lack of affordable housing and low vacancy units in the community. RTFH has worked on initiatives to address this challenge and funded innovative projects to increase housing by effectively utilizing the rental market.

RTFH efforts have shown marked improvement in exits to permanent housing and returns to homelessness. For example, the rate of households returning to homelessness after two years has improved from 25% to 21%. RTFH will continue to use HHAP funding to build on these successes and prioritize both permanent housing exits and retention.

FLEXIBLE HOUSING POOL

Established in 2020, the San Diego Flexible Housing Pool (FHP) is a region-wide initiative administered by RTFH in partnership with public, private, and philanthropic partners to reduce systemic barriers to permanent housing. Combining landlord engagement, unit acquisition, flexible rental subsidies, and housing navigation, FHP has received state and national recognition for its success in improving access to units—particularly for populations facing market discrimination. Leveraged as a system-level tool aligned with RTFH's focus on permanent housing exits and self-sufficiency.

- Core Functions: Regional landlord recruitment, pre-tenant unit acquisition, flexible rental/move-in support, tenant & landlord stabilization services.
- Performance: 1,400+ households housed; FY23–24 retention rates—95% (1 year), 97% (2+ years); expanded to smaller jurisdictions.
- ERF Integration: Accelerates housing from targeted encampment closures by overcoming common rental barriers
- (SPM 3 and 5)

EXTENDED RAPID REHOUSING

There has been an increase in people returning to homelessness as the rent market continues to increase in San Diego. RTFH is focused on reducing the returns to homelessness through additional efforts of extending CoC funded RRH programs from less than 12 months of rental assistance to 18-24 months of rental assistance, especially with families. With low housing stock and being one of the most expensive places to live, households need more than 6-12 months of rental assistance to stabilize. (SPM 5) RTFH has funded 6 local service providers in 2024, of which 3 were youth specific providers, with a 90% permanent housing retention.

SHARED HOUSING

Recognizing the ongoing challenges in the housing market, including low occupancy rates and high costs, RTFH and the community have identified the critical need to focus on Shared Housing as a practice. To increase exits to permanent housing through shared housing, it is essential to expand training for providers and landlords on how to effectively engage with individuals experiencing homelessness and navigate the complexities of shared housing arrangements (i.e., using two leases for one unit). Feedback from recent provider listening sessions indicated a need for a more regional approach and more opportunities to learn how to facilitate shared housing conversations with individuals experiencing homelessness and collaborate with landlords. Additionally, there is a need for further training on integrating rapid rehousing into shared housing opportunities.

RTFH remains committed to normalizing Shared Housing as a viable and sustainable housing option. This focus will not only increase affordable housing options but also allow multiple individuals experiencing homelessness to access housing simultaneously, contributing to better outcomes in line with SPMs 3 and 6. As shared housing continues to be an effective tool for maximizing existing housing stock, RTFH will continue funding efforts to expand its use and drive greater exits to permanent housing.

HOMEKEY PROJECT

RTFH will continue to support capital projects that establish or increase permanent housing units in the San Diego region when funding allows. RTFH will leverage resources to fund and support development of permanent housing units for the community. Project HomeKey is an example, where RTFH has leveraged HHAP funds (in conjunction with the City and the County) to provide 1.1M for the acquisition and rehabilitation of a property for a much needed, new permanent supportive housing units to the region's housing inventory, of which 40 units will be dedicated to the homeless youth. Most recently, RTFH awarded 1M to a local developer for the acquisition and rehab of a property housing severely low-income individuals and families to avoid the property being sold, torn down, and developed into higher rent units. This acquisition will retain the original 9 units and add an additional 9 units. The developer has committed to keep these units dedicated to the homeless response system and has partnered with RTFH and Brilliant Corners to include these units in the CoCs Regional Flexible Housing People, ensuring people who are experiencing homelessness have access to these units.

Lead Entity for Key Action 109

San Diego City and County CoC

Collaborating entity/ies for Key Action 109

Local Service Providers and Consultants

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 109

Milestones for Key Action 109

Target dates for Key Action 109 milestones

Enhance long term housing and affordable housing projects, including but not limited to Flexible Housing Pool, Shared Housing and Master Leasing and extended Rapid Rehousing.

6/30/2029

Target date for completing Key Action 109

6/30/2029

Funding Sources for Key Action 109

Funding Sources for Key Action 109

Funding source	Description of how the funding will contribute to the achievement of Key Action 109	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 5	<p>Funding will support San Diego Flexible Housing Pool Initiative, Shared Housing, Extended Rapid Rehousing, and Restorative RRH project. Funding these initiatives, will continue to contribute to increasing exits to permanent housing, reducing returns to homelessness by focusing on housing retention, and reducing the number of people experiencing unsheltered homelessness when we can move people from street to housing with stabilization supports.</p> <p>Extended RRH provides rental assistance to HUD CoC funded RRH programs. The CoC Funded program will leverage the case management service portion of the RRH project and RRH subsidies. HHAP funding will extend the RRH subsidy from less than 12 months of rental assistance to 18-24 months of rental assistance. The Restorative RRH innovative project also includes rental assistance and supportive services for a defined period, with a longer length of stay than traditional RRH. This promotes housing retention, reducing the number of returns to homelessness.</p>	

HHAP 6

Funding will support San Diego Flexible Housing Pool Initiative, Shared Housing, Extended Rapid Rehousing, and Restorative RRH project. Funding these initiatives, will continue to contribute to increasing exits to permanent housing, reducing returns to homelessness by focusing on housing retention, and reducing the number of people experiencing unsheltered homelessness when we can move people from street to housing with stabilization supports.

Extended RRH provides rental assistance to HUD CoC funded RRH programs. The CoC Funded program will leverage the case management service portion of the RRH project and RRH subsidies. HHAP funding will extend the RRH subsidy from less than 12 months of rental assistance to 18-24 months of rental assistance. The Restorative RRH innovative project also includes rental assistance and supportive services for a defined period, with a longer length of stay than traditional RRH. This promotes housing retention, reducing the number of returns to homelessness.

Permanent Housing Services and Services Coordination

ERF-3

ERF is utilized in the FHP and shared housing.

HUD YHDP

Funding will support San Diego Flexible Housing Pool Initiative, Shared Housing, Extended Rapid Rehousing, and Restorative RRH project. Funding these initiatives, will continue to contribute to increasing exits to permanent housing, reducing returns to homelessness by focusing on housing retention, and reducing the number of people experiencing unsheltered homelessness when we can

Philanthropic (Bezos Day One Family Fund)	move people from street to housing with stabilization supports.	Funding will support San Diego Flexible Housing Pool Initiative, Shared Housing, Extended Rapid Rehousing, and Restorative RRH project. Funding these initiatives, will continue to contribute to increasing exits to permanent housing, reducing returns to homelessness by focusing on housing retention, and reducing the number of people experiencing unsheltered homelessness when we can move people from street to housing with stabilization supports.	
HUD CoC-RRH	Extended RRH provides rental assistance to HUD CoC funded RRH programs. The CoC Funded program will leverage the case management service portion of the RRH project and RRH subsidies. HHAP funding will extend the RRH subsidy from less than 12 months of rental assistance to 18-24 months of rental assistance. The Restorative RRH innovative project also includes rental assistance and supportive services for a defined period, with a longer length of stay than traditional RRH. This promotes housing retention, reducing the number of returns to homelessness.		
HHAP 6	Funding will support San Diego Flexible Housing Pool Initiative, Shared Housing, Extended Rapid Rehousing, and Restorative RRH project. Funding these initiatives, will continue to contribute to increasing exits to permanent housing, reducing returns to homelessness by focusing on housing retention, and reducing the number of people	YSA: Permanent Housing Services and Services Coordination	

experiencing unsheltered homelessness when we can move people from street to housing with stabilization supports. Extended RRH provides rental assistance to HUD CoC funded RRH programs. The CoC Funded program will leverage the case management service portion of the RRH project and RRH subsidies. HHAP funding will extend the RRH subsidy from less than 12 months of rental assistance to 18-24 months of rental assistance. The Restorative RRH innovative project also includes rental assistance and supportive services for a defined period, with a longer length of stay than traditional RRH. This promotes housing retention, reducing the number of returns to homelessness.

Identify which of the following equity improvement areas will be addressed by Key Action 109.

Equity Areas for Key Action 109

Equity area	Description of how Key Action 109 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Housing Placements	The San Diego Flexible Housing Pool successfully leveraged underutilized VASH vouchers and other subsidies to secure units in a high cost, tight rental market and provide the critical landlord-tenancy supports to successfully house veterans, chronically homeless, youth, and families. The FHP has been able to increase the number of units for Veterans, youth, families and older adults who have rental subsidies. The FHP is being utilized with the Restorative RRH projects to better understand the barriers faced by people disproportionately represented in the homeless response system.
Housing Retention	<p>People disproportionately represented in the homeless response system often face barriers to retaining housing and are less likely to qualify for federally funded Permanent Supportive Housing resources at an equitable rate.</p> <p>The Restorative RRH program and the virtual access site pilot will focus on keeping people housed, provide support services to support self-sufficiency and long-term housing retention.</p>
Other means of affirming racial and ethnic groups	RTFH, in collaboration with national experts at the EIA Collective, has developed a tailored Rapid Rehousing (RRH) approach designed to address

that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

the disproportionate impact of homelessness on Black individuals in San Diego.

This initiative is grounded in both qualitative and quantitative research—validated by RTFH and the Center for Budget and Policy Priorities—which confirms that Black community members often experience deep distrust of the homelessness response system.

As a result, they are disproportionately less likely to qualify for federally funded Permanent Supportive Housing resources at an equitable rate.

To pilot this targeted intervention, RTFH has contracted with a local service provider to implement the Restorative RRH model. This model includes rental assistance and supportive services for a defined period, with a longer length of stay than traditional RRH. This extended support is informed by research showing that Black individuals face prolonged barriers in securing rental housing due to housing market discrimination. The program emphasizes strengths-based case management, relationship building, and weekly in-person service delivery and home visits during the first three months to foster trust and housing stability.

Key Action 110

Description

Invest in efforts that will increase access to resources to increase the number of people accessing services, while also reducing the number of people entering into homelessness.

Identify which CA SPM(s) will be improved by Key Action 110 and how.

SPM Improvement Plan for Key Action 110

CA SPM	Specific description of how Key Action 110 will improve this CA SPM
CA SPM 1b	RTFH will continuously evaluate funded projects and assess community needs to guide strategic investments in innovative programs that address the first-time homelessness and increase people accessing services. Emphasis will be placed on initiatives that not only prevent housing loss but also strengthen pathways to stable housing and long-term retention. RTFH has funded a prevention-based diversion program focused on youth previously involved in the foster care system. This project targets high-risk individuals by providing guaranteed income support alongside intensive interventions, including career coaching, mentoring, financial literacy training, case management and mental health support, to empower the individuals to reduce the risk factors and prevent homelessness.
CA SPM 2	RTFH will continuously evaluate funded projects and assess community needs to guide strategic investments in innovative programs that address the first-time homelessness and increase people accessing services. Emphasis will be placed on initiatives that not only prevent housing loss but also strengthen pathways to stable housing and long-term retention. RTFH has funded a prevention-based diversion program focused on youth previously involved in the foster care system. This project targets high-risk individuals by providing guaranteed income support alongside intensive interventions, including career coaching, mentoring, financial literacy training, case management and mental health support, to empower the individuals to reduce the risk factors and prevent homelessness.

RTFH's collaboration with EIA Collective and the Black American Policy Association of California San Diego Foundation (BAPAC) designates BAPAC as a Coordinated Entry System (CES) Access Point, which will formally integrate informal community networks into the homeless response system. This designation will empower these networks to effectively divert at-risk Black residents from homelessness and enhance equitable access to housing resources.

CA SPM 5 RTFH will continuously evaluate funded projects and assess community needs to guide strategic investments in innovative programs that address the first-time homelessness and increase people accessing services. Emphasis will be placed on initiatives that not only prevent housing loss but also strengthen pathways to stable housing and long-term retention. RTFH has funded a prevention-based diversion program focused on youth previously involved in the foster care system. This project targets high-risk individuals by providing guaranteed income support alongside intensive interventions, including career coaching, mentoring, financial literacy training, case management and mental health support, to empower the individuals to reduce the risk factors and prevent homelessness.

Clear metric for how success of Key Action 110 will be measured

RTFH will evaluate a prevention-based diversion program focused on youth previously involved in the foster care system. As foster care has been a predictor of homelessness in general, RTFH has partnered with Lucky Duck and Promises2Kids Foster Futures Program to tackle the trend of homelessness among former foster youth in San Diego. This project targets high-risk individuals by providing guaranteed income support alongside intensive interventions, including career coaching, mentoring, financial literacy training, case management and mental health support, to empower the individuals to reduce the risk factors and prevent homelessness (SPM 1, 2 and 5). RTFH will continuously evaluate funded projects and assess community needs to guide strategic investments in innovative programs that address the first-time homelessness and increase people accessing services. Emphasis will be placed on initiatives that not only prevent housing loss but also strengthen pathways to stable housing and long-term retention. Through data-driven decision-making and community-informed strategies, RTFH will ensure its efforts remain responsive, impactful, and aligned with its commitment to increasing access to resources and permanent housing solutions.

RTFH, in collaboration with national experts at the EIA Collective and the Black American Policy Association of California San Diego Foundation (BAPAC), is advancing an initiative grounded in robust qualitative and quantitative research. Validated by both RTFH and the Center for Budget and Policy Priorities, this research highlights the deep distrust that Black community members often experience toward the homelessness response system. Consequently, Black San Diegans are disproportionately less likely to qualify for federally funded Permanent Supportive Housing resources at equitable rates, despite representing 28% of the homeless population in a city where only five percent of residents are Black.

Research demonstrates that informal community networks provide trusted, culturally competent support that is critical to stabilizing vulnerable residents. These networks help residents navigate mainstream resources, resolve housing crises, and maintain community connections sensitive to their unique cultural backgrounds and circumstances. In a city with few distinct Black neighborhoods, these informal networks are vital partners in preventing the further overrepresentation of Black individuals in the homeless system.

Throughout 2023 and 2024, RTFH and EIA Collective engaged with BAPAC, local and county government partners, and community-based organizations to deepen understanding of how informal community networks operate and identify ways the Continuum of Care can uplift this work. In partnership

with BAPAC, RTFH and EIA Collective are committed to ensuring these networks receive the support necessary to connect Black San Diegans at risk of homelessness to mainstream systems, thereby reducing entries into the homeless response system and preserving the strength of these community-based supports.

This collaboration proposes designating BAPAC as a Coordinated Entry System (CES) Access Point, which will formally integrate informal community networks into the homeless response system. This designation will empower these networks to effectively divert at-risk Black residents from homelessness and enhance equitable access to housing resources, directly supporting progress on SPM 2.

Lead Entity for Key Action 110
San Diego City and County CoC

Collaborating entity/ies for Key Action 110
Local Service Providers, National Alliance to End Homelessness, EIA Collective (consultants), faith-based community, and BAPAC.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 110

Milestones for Key Action 110	Target dates for Key Action 110 milestones
Invest in innovative projects specifically targeted to people disproportionately represented in the homeless system.	6/30/2029

Target date for completing Key Action 110
6/30/2029

Funding Sources for Key Action 110

Funding Sources for Key Action 110

Funding source	Description of how the funding will contribute to the achievement of Key Action 110	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 5	RTFH will analyze impact of these innovative projects to determine continued funding. Promise2kids is funded with the HHAP youth set-aside. HHAP funding is utilized to support the rental assistance needed to retain housing. This is leveraged with the supportive services-education, financial planning, career coaching, etc.	
HHAP 6	RTFH will analyze impact of these innovative projects to determine continued funding.	Prevention and Diversion

Promise2kids is funded with the HHAP youth set-aside. HHAP funding is utilized to support the rental assistance needed to retain housing. This is leveraged with the supportive services-education, financial planning, career coaching, etc.

Philanthropic Funds

RTFH will analyze impact of these innovative projects to determine continued funding. Promise2kids is funded with the HHAP youth set-aside. HHAP funding is utilized to support the rental assistance needed to retain housing. This is leveraged with the supportive services-education, financial planning, career coaching, etc.

HUD YHDP

RTFH will analyze impact of these innovative projects to determine continued funding. Promise2kids is funded with the HHAP youth set-aside. HHAP funding is utilized to support the rental assistance needed to retain housing. This is leveraged with the supportive services-education, financial planning, career coaching, etc.

HHAP 6

RTFH will analyze impact of these innovative projects to determine continued funding. Promise2kids is funded with the HHAP youth set-aside. HHAP funding is utilized to support the rental assistance needed to retain housing. This is leveraged with the supportive services-education, financial planning, career coaching, etc.

YSA: Prevention and Diversion

Identify which of the following equity improvement areas will be addressed by Key Action 110.

Equity Areas for Key Action 110

Equity area

Description of how Key Action 110 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Housing Placements	Promises2Kids Foster Futures Program is focused on former foster youth in San Diego, also experiencing homelessness in adulthood. This project will target high-risk individuals by providing guaranteed income support alongside intensive interventions, including career coaching, mentoring, financial literacy training, case management and mental health support, to empower the individuals to reduce the risk factors and prevent homelessness.
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Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	RTFH will work with BAPAC to identify necessary resources to support the informal community networks in connecting people to mainstream systems and increase access to housing stability assistance, while also improving the response time, working to reduce the number of at-risk black residents from entering the homeless response system. The goal is to maintain the integrity of these informal community networks.
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Key Action 111

Description

Utilize HMIS to make data-informed decisions on homelessness services to enhance California System Performance Measures.

Identify which CA SPM(s) will be improved by Key Action 111 and how.

SPM Improvement Plan for Key Action 111

CA SPM	Specific description of how Key Action 111 will improve this CA SPM
CA SPM 1a	The Regional Task Force on Homelessness, County of San Diego, and City of San Diego utilize data from HMIS to help make data-informed decisions related to homelessness programming. Using HMIS data, each organization is able to recognize trends, evaluate program effectiveness, identify gaps in services, and implement changes based on findings. By making data-informed decisions through the use of HMIS, each organization aims to improve the region's network of homelessness services and make progress on all California System Performance Measures.
CA SPM 1b	The Regional Task Force on Homelessness, County of San Diego, and City of San Diego utilize data from HMIS to help make data-informed decisions related to homelessness programming. Using HMIS data, each organization is able to recognize trends, evaluate program effectiveness, identify gaps in services, and implement changes based on findings. By making data-informed decisions through the use of HMIS, each organization aims to improve the region's network of homelessness services and make progress on all California System Performance Measures.
CA SPM 2	The Regional Task Force on Homelessness, County of San Diego, and City of San Diego utilize data from HMIS to help make data-informed decisions related to homelessness programming. Using HMIS data, each organization is able to recognize trends, evaluate program effectiveness, identify gaps in services, and implement changes based on findings. By making data-informed decisions through the use of HMIS, each organization aims to improve the region's network of homelessness services and make progress on all California System Performance Measures.
CA SPM 3	The Regional Task Force on Homelessness, County of San Diego, and City of San

Diego utilize data from HMIS to help make data-informed decisions related to homelessness programming. Using HMIS data, each organization is able to recognize trends, evaluate program effectiveness, identify gaps in services, and implement changes based on findings. By making data-informed decisions through the use of HMIS, each organization aims to improve the region's network of homelessness services and make progress on all California System Performance Measures.

CA SPM 4 The Regional Task Force on Homelessness, County of San Diego, and City of San Diego utilize data from HMIS to help make data-informed decisions related to homelessness programming. Using HMIS data, each organization is able to recognize trends, evaluate program effectiveness, identify gaps in services, and implement changes based on findings. By making data-informed decisions through the use of HMIS, each organization aims to improve the region's network of homelessness services and make progress on all California System Performance Measures.

CA SPM 5 The Regional Task Force on Homelessness, County of San Diego, and City of San Diego utilize data from HMIS to help make data-informed decisions related to homelessness programming. Using HMIS data, each organization is able to recognize trends, evaluate program effectiveness, identify gaps in services, and implement changes based on findings. By making data-informed decisions through the use of HMIS, each organization aims to improve the region's network of homelessness services and make progress on all California System Performance Measures.

CA SPM 6 The Regional Task Force on Homelessness, County of San Diego, and City of San Diego utilize data from HMIS to help make data-informed decisions related to homelessness programming. Using HMIS data, each organization is able to recognize trends, evaluate program effectiveness, identify gaps in services, and implement changes based on findings. By making data-informed decisions through the use of HMIS, each organization aims to improve the region's network of homelessness services and make progress on all California System Performance Measures.

Clear metric for how success of Key Action 111 will be measured

Success of the key action will be measured through progress made to California System Performance Measures.

Lead Entity for Key Action 111

San Diego City and County CoC

Collaborating entity/ies for Key Action 111

County of San Diego, City of San Diego

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 111

Milestones for Key Action 111

Target dates for Key Action 111 milestones

Continue to utilize program data to evaluate program effectiveness.

6/30/2029

Target date for completing Key Action 111

6/30/2029

Funding Sources for Key Action 111

Funding Sources for Key Action 111

Funding source	Description of how the funding will contribute to the achievement of Key Action 111	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 5	HHAP funds will be used to support the administration of HMIS. Funds may be used to ensure proper program setup, accurate and timely data entry, and analysis of data. By making data-informed decisions through the use of HMIS, each organization will aim to improve the region's network of homelessness services and make progress on all California System Performance Measures.	
HHAP 6	HHAP funds will be used to support the administration of HMIS. Funds may be used to ensure proper program setup, accurate and timely data entry, and analysis of data. By making data-informed decisions through the use of HMIS, each organization will aim to improve the region's network of homelessness services and make progress on all California System Performance Measures.	HMIS

Identify which of the following equity improvement areas will be addressed by Key Action 111.

Equity Areas for Key Action 111

Equity area	Description of how Key Action 111 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	<p>The City of San Diego, County of San Diego, and the CoC (Regional Taskforce on Homelessness) use resources to collaborate and to think through the necessary operational, policy, program, practice, and budget conditions needed to create equal and equitable outcomes for inclusive services in the region.</p> <p>This key action strives to address system performance disparities by utilizing available data to inform funding decisions and ensure individuals</p>

experiencing homelessness have equitable access to appropriate services that meet their specific needs.

Key Action 112

Description

Provide oversight of HHAP funds to ensure alignment with grant goals and progress towards California System Performance Measures.

Identify which CA SPM(s) will be improved by Key Action 112 and how.

SPM Improvement Plan for Key Action 112

CA SPM	Specific description of how Key Action 112 will improve this CA SPM
CA SPM 1a	The key action ensures there is proper oversight of HHAP funds. By having the appropriate personnel available to administer HHAP funds, the Regional Task Force on Homelessness, County of San Diego, and City of San Diego can ensure grant dollars are efficiently and effectively being utilized and are in alignment with the goals of the grant. Proper oversight allows for analysis of expenditures, evaluation of program outcomes, and changes that can be made to help improve all California System Performance Measures.
CA SPM 1b	The key action ensures there is proper oversight of HHAP funds. By having the appropriate personnel available to administer HHAP funds, the Regional Task Force on Homelessness, County of San Diego, and City of San Diego can ensure grant dollars are efficiently and effectively being utilized and are in alignment with the goals of the grant. Proper oversight allows for analysis of expenditures, evaluation of program outcomes, and changes that can be made to help improve all California System Performance Measures.
CA SPM 2	The key action ensures there is proper oversight of HHAP funds. By having the appropriate personnel available to administer HHAP funds, the Regional Task Force on Homelessness, County of San Diego, and City of San Diego can ensure grant dollars are efficiently and effectively being utilized and are in alignment with the goals of the grant. Proper oversight allows for analysis of expenditures, evaluation of program outcomes, and changes that can be made to help improve all California System Performance Measures.
CA SPM 3	The key action ensures there is proper oversight of HHAP funds. By having the appropriate personnel available to administer HHAP funds, the Regional Task Force on Homelessness, County of San Diego, and City of San Diego can ensure grant dollars are efficiently and effectively being utilized and are in alignment with the goals of the grant. Proper oversight allows for analysis of expenditures, evaluation of program outcomes, and changes that can be made to help improve all California System Performance Measures.
CA SPM 4	The key action ensures there is proper oversight of HHAP funds. By having the appropriate personnel available to administer HHAP funds, the Regional Task Force on Homelessness, County of San Diego, and City of San Diego can ensure grant dollars are efficiently and effectively being utilized and are in alignment with the goals of the grant. Proper oversight allows for analysis of expenditures, evaluation of program outcomes, and changes that can be made to help improve all California

System Performance Measures.

CA SPM 5 The key action ensures there is proper oversight of HHAP funds. By having the appropriate personnel available to administer HHAP funds, the Regional Task Force on Homelessness, County of San Diego, and City of San Diego can ensure grant dollars are efficiently and effectively being utilized and are in alignment with the goals of the grant. Proper oversight allows for analysis of expenditures, evaluation of program outcomes, and changes that can be made to help improve all California System Performance Measures.

CA SPM 6 The key action ensures there is proper oversight of HHAP funds. By having the appropriate personnel available to administer HHAP funds, the Regional Task Force on Homelessness, County of San Diego, and City of San Diego can ensure grant dollars are efficiently and effectively being utilized and are in alignment with the goals of the grant. Proper oversight allows for analysis of expenditures, evaluation of program outcomes, and changes that can be made to help improve all California System Performance Measures.

Clear metric for how success of Key Action 112 will be measured

Success of the key action will be measured by the timely submittal of thorough expenditure and annual HHAP reports.

Lead Entity for Key Action 112

City of San Diego

Collaborating entity/ies for Key Action 112

County of San Diego, Regional Task Force on Homelessness

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 112

Milestones for Key Action 112

Target dates for Key Action 112 milestones

Key milestones for this key action include timely submittal of monthly expenditure and annual reports.

6/30/2029

Target date for completing Key Action 112

6/30/2029

Funding Sources for Key Action 112

Funding Sources for Key Action 112

Funding source

Description of how the funding will contribute to the achievement of Key Action 112

For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.

HHAP 6

Funding will support personnel expenses related to the oversight and administration of HHAP 6 funding and HHAP 6 funded

Administrative Costs

programs.

City of San Diego General Fund Funding will support personnel expenses related to the oversight and administration of HHAP 6 funding and HHAP 6 funded programs.

Identify which of the following equity improvement areas will be addressed by Key Action 112.

Equity Areas for Key Action 112

Equity area	Description of how Key Action 112 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
-------------	---

Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	<p>The City of San Diego, County of San Diego, and the CoC (Regional Taskforce on Homelessness) use resources to collaborate and to think through the necessary operational, policy, program, practice, and budget conditions needed to create equal and equitable outcomes for inclusive services in the region.</p> <p>This key action strives to address system performance disparities by utilizing available data to inform funding decisions and ensure individuals experiencing homelessness have equitable access to appropriate services that meet their specific needs.</p>
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Key Action 113

Description

Down Payment Assistance Program (DPA) and Affordable Housing Development

Identify which CA SPM(s) will be improved by Key Action 113 and how.

SPM Improvement Plan for Key Action 113

CA SPM	Specific description of how Key Action 113 will improve this CA SPM
CA SPM 3	Affordable housing units will be offered to individuals in the Coordinated Entry System who are experiencing homelessness.

Clear metric for how success of Key Action 113 will be measured

Number of affordable units built, Number of individuals who exit to permanent housing units

Lead Entity for Key Action 113

San Diego County

Collaborating entity/ies for Key Action 113

Various jurisdictions, developers, and other funding sources to build new units

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 113

Milestones for Key Action 113

Target dates for Key Action 113 milestones

Secure PLHA Funding

8/15/2025

Offer funding through Notice of Funding Availability

7/1/2026

Target date for completing Key Action 113

8/1/2030

Funding Sources for Key Action 113

Funding Sources for Key Action 113

Funding source	Description of how the funding will contribute to the achievement of Key Action 113	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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PLHA

Funding is to be spent down by 2030. Funding allows for two programs, the DPA helps move renters through the housing continuum to home ownership freeing units, creating inventory in a tight rental market, and affordable units funding coupled with other funding sources allows for individuals experiencing homelessness to obtain permanent housing.

Identify which of the following equity improvement areas will be addressed by Key Action 113.

Equity Areas for Key Action 113

Equity area	Description of how Key Action 113 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
-------------	---

Housing Placements

Permanent Affordable Units that draw from the Coordinated Entry System based on vulnerability index.

Key Action 114

Description

In Home Supportive Services (IHSS)- Provides low-income services to seniors and people with disabilities. Individuals must meet financial eligibility guidelines, be blind, disabled or over age 65, meet full-scope Medi-Cal eligibility and be unable to live at home safely without assistance. People who receive SSI/SSP are eligible for the program. This program can assist people with low-income and assistance needs with bathing and grooming, dressing, cleaning the house, shopping, laundry, making meals and other daily living tasks The program provides personal care and homemaker assistance to individuals in home, allowing for individuals to remained housed and not fall into homelessness.

Identify which CA SPM(s) will be improved by Key Action 114 and how.

SPM Improvement Plan for Key Action 114

CA SPM	Specific description of how Key Action 114 will improve this CA SPM
CA SPM 1a	Reduction of inflow to the homelessness system of care by providing in home services
CA SPM 2	Reducing the number of people who can no longer care for themselves in home and thus face homelessness for the first time

Clear metric for how success of Key Action 114 will be measured

The # of individuals assisted with in home services, referrals to services

Lead Entity for Key Action 114

San Diego County

Collaborating entity/ies for Key Action 114

Collaborates with multiple agencies, jurisdictions and social workers throughout the region to connect people to services as they exit hospitalizations and/or become eligible for services.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 114

Milestones for Key Action 114	Target dates for Key Action 114 milestones
Ongoing referrals and in home services	6/30/2029

Target date for completing Key Action 114

6/30/2029

Funding Sources for Key Action 114

Funding Sources for Key Action 114

Funding source	Description of how the funding will contribute to the achievement of Key Action 114	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
California Medi-Cal Program	assists individuals in home to stay in their homes and not lose their housing.	

Identify which of the following equity improvement areas will be addressed by Key Action 114.

Equity Areas for Key Action 114

Equity area	Description of how Key Action 114 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Housing Retention

Assisting seniors and people with disabilities to stay in their homes with personal care and homemaking activities to prevent falling into homelessness

Key Action 115

Description

Identify which CA SPM(s) will be improved by Key Action 115 and how.

SPM Improvement Plan for Key Action 115

CA SPM	Specific description of how Key Action 115 will improve this CA SPM
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Clear metric for how success of Key Action 115 will be measured

Lead Entity for Key Action 115

Collaborating entity/ies for Key Action 115

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 115

Milestones for Key Action 115	Target dates for Key Action 115 milestones
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Target date for completing Key Action 115

Funding Sources for Key Action 115

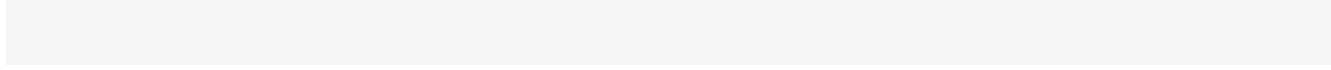
Funding Sources for Key Action 115

Funding source	Description of how the funding will contribute to the achievement of Key Action 115	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
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Identify which of the following equity improvement areas will be addressed by Key Action 115.

Equity Areas for Key Action 115

Equity area	Description of how Key Action 115 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Section 4. HHAP 6 Funding Plan

4. HHAP-6 Funding Plan

State Priorities for HHAP 6 Funding: HHAP 6 is intended to reflect the state’s priorities to prevent and expeditiously reduce unsheltered homelessness through homelessness prevention activities and sustain existing Interim Housing Solutions, and Permanent Housing Solutions, including long-term sustainability of interim housing and permanent affordable housing.

To complete the HHAP 6 Funding Plan:

1. Identify the Administrative Entity submitting the budget.
 - Provide the Tax ID/TIN, primary contact for the contract, contact email, contact phone, and address for where the HHAP 6 check will be mailed.
 - Provide the total dollar amount of the HHAP 6 allocation(s) being administered under the Funding Plan.
 - **Reminder: This must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.**
2. Describe all activities proposed to be funded by HHAP 6 in clear, specific terms, and:
 - Identify the HHAP 6 eligible use category under which each proposed activity is budgeted. Activities must be specific and may only be categorized under one eligible use category. Activities may not be categorized under multiple eligible use categories (including activities under the Youth Set Aside).
 - Provide the total dollar amount of HHAP 6 funding proposed for the activity.
 - **Reminder: Administrative costs may not exceed 7% of all monies received.**
 - **Reminder: The Youth Set Aside (YSA) amounts, when combined, must total at least 10% of all monies received.**
 - Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.
 - **The total HHAP 6 funding proposed for the activity** should account for all dollars budgeted toward that activity. These amounts, when added, must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.
3. Indicate whether the budget proposes to support ANY:
 - New Interim Housing (aside from those designated in the Youth Set Aside) and/or
 - Non-Housing Solutions.

Note: If the HHAP 6 budget proposes spending on New Interim Housing and/or Non-Housing Solutions, the region must document the sustainability of its permanent housing portfolio, as outlined in NOFA section IV.A.4.c, in the next section of this application.

Funding Plans from Administrative Entity/ies in San Diego City and County CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

San Diego County

Tax ID

TIN

95-6000934

Government-Agency-Taxpayer-ID-Form-1 signed
County of San Diego.pdf

Primary contact for the contract

Dijana Beck

Title

Director

Email

Dijana.Beck@sdcounty.ca.gov

Phone

(619) 885-7290

Address where HHAP 6 check will be mailed

3989 Ruffin Road, ATTN: HCDS FISCAL, San Diego, California 92123

Funding Plan - San Diego County

\$ Total HHAP-6 Allocation(s) Administering

\$12,101,261.03

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1

Emergency shelter vouchers in hotel/motels to meet the needs of individuals and families in the unincorporated areas of the County.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1

Motel/Hotel Vouchers

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1

\$6,900,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #7: SPM: 1a, 1b, 3, 5, 6

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2

The Local Rental Subsidy Program (LRSP) provides a pathway to permanent housing through a Rapid Rehousing model. Street outreach identifies households experiencing homelessness in the unincorporated areas of the County and refers to The Regional Housing Assistance Program (RHAP) that temporarily shelters these households in hotels/motels and LRSP provides up to 24 months of rental assistance in permanent housing. The Housing Stability Case Management Team assists with housing navigation, landlord advocacy and housing case management after placement to ensure housing stability.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2

Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2

\$2,200,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #2: SPM 1a, 1b, 3, 4, 5, 6

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3

The Housing Stability Case Management program provides housing stability through case management; flexible funding supports and landlord engagement to stabilize housing for formerly unhoused individuals receiving a voucher from the Local Rental Subsidy Program (LRSP) for up to 24 months.

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3

Permanent Housing Services and Services Coordination

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3

\$800,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #8 SPM: 1a, 1b, 3, 4, 5, 6

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4

Rapid Rehousing permanent housing subsidies for up to 12 months for youth ages 18-24 experiencing unsheltered homelessness.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4

YSA: Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4

\$1,233,160.15

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #79: 1a, 1b, 3

Activity 5

Describe Activity 5 in clear, specific terms.

Funding Plan Description - Activity 5

HHAP-6 funds will be used to support the administration of grant related activities.

Identify the HHAP 6 eligible use under which Activity 5 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 5

Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 5.

Funding Plan Amount - Activity 5

\$847,088.27

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 5 supports.

Funding plan activity 5Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #112

Activity 6

Describe Activity 6 in clear, specific terms.

Funding Plan Description - Activity 6

HHAP 6 funds will use 1% of the awarded amount to support the administration of HMIS.

Identify the HHAP 6 eligible use under which Activity 6 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 6

HMIS

Identify the total HHAP 6 funding proposed for Activity 6.

Funding Plan Amount - Activity 6

\$121,012.61

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 6 supports.

Funding plan activity 6Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #111

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

No

Does this budget propose to fund any Non-housing Solutions?

No

Administrative Entity 2

Which Administrative Entity is submitting the below budget?

City of San Diego

Tax ID

95-6000776

TIN

gov taxpayer id form_City of San Diego.pdf

Primary contact for the contract

Kimberlee Zolghadri

Title

Program Coordinator

Email

KZolghadri@sandiego.gov

Phone

(619) 798-1534

Address where HHAP 6 check will be mailed

202 C Street, MS 8A, San Diego, California 92101

Funding Plan - City of San Diego

\$ Total HHAP-6 Allocation(s) Administering

\$25,844,167.11

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1

HHAP-6 funds will support prevention and shelter diversion programs including the Family Reunification Program and programs that provide prevention and diversion resources. These programs provide resources that divert individuals from the shelter system and work to make individuals' and families' experiences of homelessness as brief as possible with the ultimate goal of connections to housing.

The Family Reunification Program is a diversion program that is a hybrid of outreach, supportive services, and rehousing. The program reconnects individuals experiencing homelessness, including unsheltered homelessness, with their families and loved ones willing to provide a stable living environment and helping to build support systems and establish links to long-term housing.

HHAP-6 funds will support prevention and diversion initiatives. Prevention and diversion programs provide assistance to individuals and families new to the homelessness system or at-risk of entering the homelessness system. Prevention activities may include temporary rental, financial, or employment assistance. Diversion activities may include temporary rental or financial assistance, housing search assistance, and connections to services and/or public assistance benefits. Prevention and diversion programs offer critical resources in the homelessness response system and help to reduce the number of people becoming homeless and increase throughput in the existing shelter system.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1

Prevention and Diversion

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1

\$2,250,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 2 will improve

Key Action 105

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2

HHAP-6 funds will be used to support operating expenses for emergency shelter beds including shelters that serve specific populations such as single adults, seniors, and women and families. The City of San Diego's emergency shelters offer a safe place to stay in addition to access to resources including but not limited to restrooms, showers, meals, laundry, case management, housing navigation, and referrals to other critical resources. While these emergency shelters provide immediate assistance for individuals experiencing unsheltered homelessness, the ultimate goal is to provide connections to stable and sustainable permanent or long-term housing.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2

Operating Expenses – Interim Housing

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2

\$17,965,101.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 2 will improve

Key Action 103

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3

HHAP-6 funds will be used to support operating expenses for emergency shelters for transition-age youth. The City of San Diego's emergency shelters for transition-age youth offer a safe place to stay in addition to access to resources including but not limited to restrooms, showers, meals, laundry, case management, housing navigation, and referrals to other critical resources. While emergency shelters provide immediate assistance for transition-age youth experiencing unsheltered homelessness, the ultimate goal is to provide connections to stable and sustainable permanent or long-term housing.

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3

YSA: Operating Expenses – Interim Housing

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3

\$4,023,253.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 2 will improve

Key Action 103

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4

HHAP-6 funds will be used to support the administration of HMIS.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4

HMIS

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4

\$60,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 2 will improve

Key Action 111

Activity 5

Describe Activity 5 in clear, specific terms.

Funding Plan Description - Activity 5

HHAP-6 funds will be used to support the administration of grant related activities.

Identify the HHAP 6 eligible use under which Activity 5 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 5

Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 5.

Funding Plan Amount - Activity 5
\$1,545,813.11

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 5 supports.

Funding plan activity 5Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 2 will improve

Key Action 112

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

No

Does this budget propose to fund any Non-housing Solutions?

No

Administrative Entity 3

Which Administrative Entity is submitting the below budget?

San Diego City and County CoC

Tax ID
11-3723093

TIN
IRS_501(C)3 DESIGNATION.pdf

Primary contact for the contract
Tamera Kohler

Title
Chief Executive Officer

Email
tamera.kohler@rtfhdsd.org

Phone
(858) 292-7627

Address where HHAP 6 check will be mailed
4699 Murphy Canyon Road, San Diego, California 92123

Funding Plan - San Diego City and County CoC

\$ Total HHAP-6 Allocation(s) Administering
\$12,924,354.84

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1

HHAP 6 funds will support permanent housing solution projects that aims to increase placements into permanent housing. These projects may include but is not limited to, Diversion-Focused Outreach and Engagement Initiative, Flexible Housing Pool, Extended Rapid Rehousing and other housing initiatives that supports increasing the number of people exiting to permanent housing and at an accelerated rate.

HHAP 6 funds will support housing problem solving initiatives, including Resolution Strategies funding to increase placements to permanent and long-term housing. The RTFH Diversion-Focused Outreach and Engagement initiative equips staff with Housing-focused problem-solving training and resources to support individuals in navigating their homelessness, helping them to avoid shelter stays or other forms of homelessness by quickly moving them into long-term housing. This initiative includes case conferencing, technical assistance, and access to flexible funding (Resolution Strategies). This funding provides one-time financial support to households capable of rapidly resolving their homelessness, thus preventing prolonged shelter stays and fostering long-term, sustainable housing solutions.

Furthermore, HHAP 6 funds will be utilized to enhance long-term housing and affordable housing projects. RTFH will continue to build on the success of the IDBank, which provides critical service coordination to ensure people are document ready to secure housing; maintain the Flexible Housing Pool to increase access to units, increase exits to permanent housing and supports housing retention and significantly reducing returns to homelessness; expand extended RRH project which provides CoC RRH program households with additional rental assistance that will reduce the returns to homelessness. RTFH will continue to promote the practice of Shared Housing and expand training for providers and landlords on how to effectively engage with individuals experiencing homelessness. Focusing on Shared Housing efforts will increase exits to permanent housing and maximize existing housing stock.

Lastly, RTFH will continue to assess and fund innovative projects with housing outcomes, such as the RTFH's pilot intervention, Restorative RRH. This program includes rental assistance and supportive services for a defined period with a longer length of stay than traditional RRH. The restorative RRH program will focus on keeping people housed, provide support services to support self-sufficiency and long-term housing retention. RTFH will evaluate data from pilot projects, community feedback and other qualitative research to fund permanent housing solution projects.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1

Permanent Housing Services and Services Coordination

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1

\$9,538,173.87

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action 108

Key Action 109

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2

HHAP 6 funds will invest in efforts that will increase access to resources to increase the number of people accessing services, while also reducing the number of people entering into homelessness.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2

Prevention and Diversion

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2

\$1,059,797.10

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action 110

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3

HHAP 6 funds will be used to support permanent housing solution projects that aims to increase placements of transition age youth (TAY) into permanent housing. These projects may include but is not limited to, Diversion-Focused Outreach and Engagement Initiative, Flexible Housing Pool, Shared Housing and Master Leasing, Extended Rapid Rehousing and other housing initiatives.

HHAP 6 funds will support housing problem solving initiatives for homeless youths, including Resolution Strategies funding to increase placements to permanent and long-term housing.

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3

YSA: Permanent Housing Services and Services Coordination

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3

\$1,292,435.48

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action 108

Key Action 109

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4

HHAP 6 funds will use 1% of the awarded amount to support the administration of HMIS.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4

HMIS

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4

\$129,243.55

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action 111

Activity 5

Describe Activity 5 in clear, specific terms.

Funding Plan Description - Activity 5

HHAP 6 funds will be used to support the administration of grant related activities.

Identify the HHAP 6 eligible use under which Activity 5 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 5

Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 5.

Funding Plan Amount - Activity 5

\$904,704.84

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 5 supports.

Funding plan activity 5Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 3 will improve

Key Action 112

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

No

Does this budget propose to fund any Non-housing Solutions?

No

Section 4.b-d. Housing Portfolio

Housing Portfolio

Funding Priority Considerations: Documenting Sustainability of the Region's Interim and Permanent Housing Portfolios

Steps to complete this section:

To complete 4.b. Sustainability of the Region's Interim Housing Portfolio:

1. Identify the total existing Interim Housing shelters and beds (beds) in the region.
2. If proposing to use HHAP 6 to fund New Interim Housing solutions, aside from those designated for the Youth Set Aside, Eligible Applicants must identify the total beds proposed to be added during the grant term (FY24/25-28/29) in the region and are required to complete 4c, the Sustainability of the Region's Permanent Housing Portfolio.
3. Identify the total estimated capital and operating costs for the beds (existing and, if applicable, proposed to be added) during the grant term.
4. Identify the funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for the beds in the region for the grant term.

To complete 4.c. Sustainability of the Region's Permanent Housing Portfolio:

Required if any regional partner is proposing to spend HHAP 6 funding on New Interim Housing solutions (aside from those designated for the Youth Set Aside) and/or Non-Housing Solutions.

For the region's existing, at-risk, and proposed permanent affordable housing identify all the following:

1. The total (existing, at-risk, and proposed) permanent affordable housing developments and units (developments) in the region. Data for existing and at-risk developments can be provided by HCD upon request.

Note: Developments proposed includes those currently seeking permanent housing funding or operations support in the region which still have a financing or supportive services and operations funding gap.

2. The total estimated capital and operating costs for (existing, at-risk, and proposed) developments during the grant term.
3. The funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for (existing, at-risk, and proposed) developments in the region for the grant term.

To complete 4.d. Documentation of Youth Set Aside Requirement:

1. Certify that the region has budgeted at least 10 percent of each HHAP 6 allocation to be spent on services for homeless youth (as defined in HSC 50216(l)).

4.b. Sustainability of the Region's Interim Housing Portfolio

Region's Interim Housing Portfolio

Number of Existing Interim Beds (beds) within the Region

1,724

(If Applicable) Number of Interim Beds Proposed to be added within the grant term (FY24/25-28/29)

0

Total Estimated Capital and Operating Cost for the Existing and Proposed Beds during the grant term

\$273,871,275.00

Funding Sources Realizing and Sustaining the Estimated Capital and Operating Costs for Beds in the Region within the Grant Term (FY24/25-FY28/29)

Funding Source	Amount Dedicated
Federal American Rescue Plan Act (County of San Diego)	\$30,868,567.00
HHAP 6 (County of San Diego)	\$6,900,000.00
General Purpose County Revenue (County of San Diego)	\$37,231,433.00
City General Fund (City of San Diego)	\$140,223,124.00
City Affordable Housing Fund (City of San Diego)	\$5,701,645.00
Permanent Local Housing Allocation Program (City of San Diego)	\$1,882,361.00
HOME Investment Partnerships American Rescue Plan Program (City of San Diego)	\$271,342.00
Emergency Solutions Grant (City of San Diego)	\$614,176.00
Community Development Block Grant (City of San Diego)	\$1,469,101.00
HHAP Grants (City of San Diego)	\$40,982,178.00
Other State Grants (City of San Diego)	\$1,500,000.00
Local Grants (City of San Diego)	\$6,227,348.00

Total Amount Dedicated Interim

\$273,871,275.00

Optional: Narrative Response of the Region's Plan to Sustain Interim Housing

4.d. Documentation of Youth Set Aside Requirement

By checking the box below, I certify that at least 10 percent of each HHAP 6 allocation is set-aside for youth (defined in HSC 50216(l)), as required by HSC 50241(e).

I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.

Yes

Section 5. Regional Memorandum of Understanding (MOU) and Application Certification

5. MOU and Certification

Steps to complete this section:

1. **Upload** the Memorandum of Understanding (MOU) as specified below.
2. **Complete** the certification to indicate all information included in this regional application is true and accurate.

Memorandum of Understanding (MOU)

Memorandum of Understanding (MOU)

MOU 10092 HCDS-OHS, City of San Diego, RTFH-HHAP 6 Grant.pdf

Supporting Documentation (Optional)

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant

San Diego County

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Amy Vance

Phone

(619) 650-1081

Email

amy.vance@sdcounty.ca.gov

Participating Eligible Applicant 2

Participating Eligible Applicant

City of San Diego

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Kimberlee Zolghadri

Phone

(619) 798-1534

Email

KZolghadri@sandiego.gov

Participating Eligible Applicant 3

Participating Eligible Applicant

San Diego City and County CoC

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Lahela Mattox

Phone

(916) 968-8443

Email

lahela.mattox@rtfhdsd.org